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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2004 to 30 June 2005 and budget for the period from 1 July 2006 to 30 June 2007

Report of the Secretary-General

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Summary

Pursuant to General Assembly resolution 59/296 of 22 June 2005, the present report provides an overview of the financial and administrative aspects of the financing of United Nations peacekeeping operations. It provides consolidated information on the performance on the budgets for the period from 1 July 2004 to 30 June 2005 and on the budget proposals for the period from 1 July 2006 to 30 June 2007. The report also provides responses on the implementation of requests contained in the same resolution and requests of the Advisory Committee on Administrative and Budgetary Questions in its general report on the financing of United Nations peacekeeping operations (A/59/736). In addition, the report outlines management initiatives proposed by the Department of Peacekeeping Operations for 2006/07. In an effort to streamline legislative reporting, the overview report now includes a section on the status of the Peacekeeping Reserve Fund. By providing a global overview and analysis of the financing of peacekeeping missions, the report aims to facilitate the decision-making process of legislative bodies.

For the period from 1 July 2004 to 30 June 2005, total expenditure amounted to $4,096.9 million, against a total approved budget of $4,369.8 million, exclusive of budgeted voluntary contributions in kind, as summarized in the table below.

Financial resource performance

(Millions of United States dollars. Budget year is from 1 July 2004 to 30 June 2005.)

Category	*Apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
Missions	4 219.8	3 950.7	269.1	6.4
United Nations Logistics Base at Brindisi	28.4	28.2	0.2	0.8
Support account for peacekeeping operations	121.6	118.0	3.6	2.9
Total resources	**4 369.8**	**4 096.9**	**272.9**	**6.2**

For the period from 1 July 2006 to 30 June 2007, the provisional total budget is currently estimated at $4,752.6 million, compared with the approved level of $5,017.3 million for the period from 1 July 2005 to 30 June 2006, summarized as follows.

Financial resources

(Millions of United States dollars. Budget year is from 1 July to 30 June.)

Category of expenditure	*1 July 2005 to 30 June 2006 (apportionment)*	*1 July 2006 to 30 June 2007 (cost estimates)*	*Variance*	
			Amount	*Percentage*
Missions	4 838.9	4 526.9	(312.0)	(6.4)
United Nations Logistics Base at Brindisi	31.5	35.7	4.2	13.3
Support account for peacekeeping operations	146.9	190.0	43.1	29.3
Total resource requirements	**5 017.3**	**4 752.6**	**(264.7)**	**(5.3)**

The actions to be taken by the General Assembly are set out in section IX of the present report.

Abbreviations

BONUCA	United Nations Peacebuilding Support Office in the Central African Republic
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
ONUB	United Nations Operations in Burundi
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMIS	United Nations Advance Mission in the Sudan
UNAMSIL	United Nations Mission in Sierra Leone
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIKOM	United Nations Iraq-Kuwait Observation Mission
UNLB	United Nations Logistics Base at Brindisi
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISET	United Nations Mission of Support in East Timor
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOGBIS	United Nations Peacebuilding Support Office in Guinea-Bissau
UNOMIG	United Nations Observer Mission in Georgia
UNOWA	United Nations Office for West Africa
UNPROFOR	United Nations Protection Force
UNTSO	United Nations Truce Supervision Organization

I. Background

1. Table 1 below provides an overview of trends in peacekeeping operations for the financial periods from 2001/02 to 2006/07.

Table 1
Scope of peacekeeping operations

Number/amount	*2001/02*	*2002/03*	*2003/04*	*2004/05*	*2005/06*	*2006/07[a]*
A. Peacekeeping missions						
Ongoing missions[b]	14	14	16	15	17	15
Missions closed	3	—	2	—	2	—
Countries contributing military and police personnel	87	88	97	102	107	107
Military contingents[c]	38 100	34 901	48 988	55 909	61 748	66 727
Military observers[c]	1 826	1 929	2 022	2 166	2 692	2 976
United Nations police[c,d]	7 957	6 181	5 251	6 765	7 371	8 387
Civilian staff in missions[b,e]	16 793	11 353	10 545	12 236	12 770	17 699
Peacekeeping budget level[f] (billions of United States dollars)	2.7	2.6	2.8	4.4	5.0	4.8
B. Political and peacebuilding missions						
Ongoing political and peacebuilding missions	12	12	11	15	16	15
Military liaison officers[g]	2	10	9	169	169	160
Civilian staff in missions[h]	n.a.	908	1 916	1 571	2 067	1 977
Budget level[i] (millions of United States dollars)	—	37.1	46.7	92.1	188.0	251.3
C. Civilian staff to support missions[j]	848	888	935	959	1 095	1 228

[a] Based on current mandates of ongoing missions.
[b] Includes UNMOGIP and UNTSO but excludes UNLB.
[c] Data represent peak numbers from 2001/02 to 2005/06 and the projected number for 2006/07.
[d] Comprises United Nations police and formed police units.
[e] Comprises international and national staff and represents peak numbers from 2001/02 to 2005/06 and the projected number for 2006/07.
[f] Covers the annual budgets of peacekeeping missions, the support account and UNLB.
[g] Represents authorized staffing for BONUCA, UNOGBIS, UNAMA, UNAMI, UNAMIS and UNOWA.
[h] Consolidated data prior to 2002 is not available; data for 2002/03 and 2003/04 represent authorized staffing while data from 2004/05 to 2006/07 reflect peak numbers.
[i] Data prior to 2005 are based on the budgets for UNAMA and UNAMI; data on UNAMI for 2003 relate to commitment authority; data for 2005 and 2006 are based on proposed budgets.
[j] Data for the period 2001/02 to 2005/06 represent the authorized number of posts funded from the support account, the regular budget and UNLB; data for 2006/07 comprise the authorized number funded from the regular budget and the projected number to be funded from the support account and UNLB.

2. As shown in table 1 above, the scope of peacekeeping activities has dramatically increased since the start of the new millennium. The number of military contingents in United Nations peacekeeping missions has grown from 38,100 in 2001/02 to a projected number of 66,727 in 2006/07, representing a 75 per cent increase. Similarly, the number of military observers has increased by 63 per cent, from 1,826 in 2001/02 to an estimated 2,976. The range of peacekeeping activities has broadened from the smaller, more traditional peacekeeping missions to the establishment of larger, more intricate and multidimensional peacekeeping missions. Between 2001/02 and 2006/07, the total peacekeeping budget level is anticipated to almost double, although the number of active peacekeeping missions for 2006/07 would only be one more than the number of active missions in the 2001/02 period.

3. Similarly, the scope of activities in political and peacebuilding missions for which the Department of Peacekeeping Operations has the substantive lead has augmented between 2001/02 to 2006/07. The total budget level for political and peacebuilding missions has also risen significantly, from $37.1 million in 2002/03 to $251.3 million in 2006/07.

4. The dynamic and volatile nature of peacekeeping activities has been a significant challenge to the Department of Peacekeeping Operations and other departments that provide financial and administrative backstopping to field missions. The establishment of four new missions since the second quarter of 2004 placed serious constraints on the capacity of the Department of Peacekeeping Operations and other departments to meet urgent and competing requirements in facilitating the initial establishment of the missions and in supporting other ongoing, but no less challenging, missions.

5. Against this background, the present report will outline the direction and priorities of the Department of Peacekeeping Operations in its endeavour to improve its support to peacekeeping operations. Section II will describe the goals that the Department has set to enable it to be a more responsive and effective partner in peacekeeping. Section III provides summary information on the performance on the budgets of peacekeeping missions, UNLB and the support account for the period from 1 July 2004 to 30 June 2005, while section IV provides information on the implementation of the requests of the General Assembly in its resolution 59/296 and of the Advisory Committee on Administrative and Budgetary Questions in its general report on the administrative and budgetary aspects of the financing of United Nations peacekeeping operations (A/59/736). In addition, section IV outlines the management initiatives that the Department of Peacekeeping Operations plans to implement in the 2006/07 period, subject to their approval by the General Assembly, and an overview of the proposed budget for peacekeeping for the period from 1 July 2006 to 30 June 2007. In an effort to streamline legislative reporting, section V provides summary information on the status of the Peacekeeping Reserve Fund as at 30 June 2005. Section VI provides updated information on the management of contingent-owned equipment and liabilities to troop- and formed police-contributing countries. Section VII provides summary information on death and disability compensation. Finally, section VIII provides information on the proposed funding of liabilities related to after-service health benefits.

II. Peace operations 2010

6. The Department of Peacekeeping Operations believes that now, five years after the report of the Panel on United Nations Peace Operations of 17 August 2000 (see A/55/305-S/2000/809), the "Brahimi" report, is an opportune time to reflect on the scope and tasks of United Nations peacekeeping, including the manner in which tasks are performed, achievements accomplished and lessons learned during the past five years, and to evaluate the capacities that need to be strengthened to meet the Department's goals over the next five years. As the Department charts a course to achieve its targets, the challenge remains to accomplish the necessary restructuring while continuing to deliver its services and meet its obligations. Simply stated, the Department cannot set aside its mandated tasks and responsibilities while redefining the manner in which it performs its functions.

7. To that end, the Department of Peacekeeping Operations has prepared a reform strategy entitled "Peace operations 2010" that would set out the policies and procedures necessary to enable it to support peacekeeping over the next decade. Those reforms will focus on five key areas: personnel; doctrine; partnerships; resources; and organization. The Director of Change Management in the Office of the Under-Secretary-General will be responsible for the day-to-day coordination and implementation of the reform process. Working groups have been established to undertake the detailed work related to each area. The working groups will be responsible for developing options for the consideration of the senior management of the Department and for overseeing their subsequent implementation. A task force has been established to engage the Department and the field missions in the reform process without disrupting their regular activities.

8. The first area is the recruitment and retention of highly qualified personnel by providing the structures and support they would need to build a career as United Nations peacekeepers. The Organization's main asset is its personnel: after six decades of United Nations peacekeeping, a more professional approach in the recruitment of personnel will help establish the foundation for a strong cadre of peacekeepers. A fresh strategy is needed for the recruitment, preparation and retention of staff and leadership for United Nations peace operations. Such a strategy will include the reprofiling of key positions, supported by targeted recruitment and development of personnel, accompanied by integrated management, leadership and occupational training designed to build expertise and enhance professionalism. New policies and procedures will be introduced for the selection and preparation of staff, with particular emphasis on those in senior mission leadership positions. In addition, special emphasis will continue to be placed on leadership and management standards, with clear guidance and policies for conduct and discipline.

9. In 2005, the Personnel Management and Support Service of the Department of Peacekeeping Operations was engaged in a review of its core functions to strengthen its ability to recruit and retain highly qualified staff for United Nations peace operations. Several concrete actions have been taken to address current inefficiencies, including the reassignment of responsibility for recruitment, outreach and roster management to a team independent of the staff selection and placement functions. In addition, the Service has been actively engaged in providing staff with online access to manuals and developing a comprehensive package of guidance for field missions on recruitment practices and policies. Resources will be dedicated, to

the extent possible, to completing the comprehensive standard operating procedures that will govern the recruitment and selection processes for field missions. The target for promulgating those procedures and making them available to all field missions is the first quarter of 2006. That process will also serve as an initial step towards the promulgation of a comprehensive staffing system for United Nations peace operations to be undertaken in consultation with the Office for Human Resources Management.

10. Ongoing programmes to increase the retention of qualified personnel include: (a) the provision of career advice to staff in the field; (b) the development and delivery of career support workshops and training; (c) the development of online learning modules in order to reach a larger number of staff in the field; (d) the maintenance and expansion of the career development website, which provides information around the clock on a broad range of career issues; and (e) the creation of career resource centres in the field. Support for the preparation and retention of staff include the piloting of capacity-building programmes at Headquarters for field-based senior administrators and piloting capacity-building visits for the training of focal points.

11. In the second key area of doctrine, the expansion of peacekeeping mandates has made it more important than ever to clearly define and articulate what peacekeeping can do, and, equally importantly, what it cannot do. Capturing accepted best practices is crucial to establishing standards for peacekeeping missions and formulating guidance on how to achieve those standards. While every peacekeeping experience is unique to its setting, and mandated tasks differ among missions, an extensive body of experience and knowledge has been amassed in the almost 60 years of peacekeeping operations. It is imperative that such collective experience be captured and put to use each time a new mission is launched or when a mission is expected to engage in new tasks. Doctrine sets out the accepted and tested practice that forms the basis for guiding staff in their functions and responsibilities. More concrete institutional foundations are now being put in place to achieve that goal.

12. The Department of Peacekeeping Operations is establishing a system that will continuously collect and analyse practices and experience in the field and at Headquarters. This system will be linked to the production of better guidance materials for peacekeeping personnel and will underpin those activities with improved information management practices to share lessons learned and disseminate guidance. Standardized practices, procedures and guidelines can facilitate the more effective and efficient interaction of personnel from diverse cultures, background, training and expertise in the mission environment. Greater doctrinal clarity on the standards, expectations and procedures of the Organization is vital to effective planning, training and mission management in the field.

13. Considerable best practices work remains to be done, in particular learning the common lessons emerging from the start-up of the four recently established missions. Work on lessons learned continues to be required on a wide range of issues, including more effective ways to integrate multidimensional missions, including through joint mission structures, for example joint mission analysis cells and joint operations centres, and developing joint guidelines with other United Nations entities engaged in multidimensional missions, such as human rights in peacekeeping operations. The Peacekeeping Best Practices Section of the

Department of Peacekeeping Operations continues to operate with minimum resources on commissioning lessons learned, field research or travel, which considerably limits travel of Section personnel to the field for work related to best practices and lessons learned.

14. While it has formally been in existence for several years, the Peacekeeping Best Practices Section did not obtain its full complement of staff until 2003. Its outputs in recent years have been refocused to target the guidance needs of current operations and to demonstrate to practitioners the utility of lessons learned. At the same time, the Section is working to improve institutional learning in United Nations peacekeeping as a whole. In 2006, the Section will invest time to build the underlying foundations and systems for the more effective collection of good practices and lessons learned and link them to the development, coordination and dissemination of operational policy, procedures and guidelines for United Nations peacekeeping. Functional underlying systems for doctrine development also facilitate faster and higher quality production of guidance materials by other subject matter experts in the Department of Peacekeeping Operations.

15. The above-mentioned basic systems have been lacking, as has a strong culture of continuous institutional development and knowledge transfer. The Peacekeeping Best Practices Section is working to make tools available to missions in 2006, including through an Intranet website that will connect United Nations peace operations with one another and with Headquarters. By synchronizing effective information management practices in the Department of Peacekeeping Operations with efforts to strengthen policy/doctrine development and more systematic and decentralized lesson/practice collection, the Department will be moving towards real institutional learning systems for peacekeeping. Those systems are essential to more effective identification and transfer of lessons and best practice experience among missions and towards the development of more authoritative guidance from Headquarters based on lessons learned in the field. The Peacekeeping Best Practices Section will retain chief responsibility for the production of materials of a cross-cutting nature, including in the thematic advisory areas of disarmament, demobilization and reintegration, gender, HIV/AIDS and rule of law.

16. The third key area is the establishment of frameworks for interactive partnerships. The United Nations is committed in improving coherence across its system. The Secretary-General's Policy Committee has reaffirmed that integration is the fundamental principle of United Nations peace operations, and to this end, the General Assembly has established the Peacebuilding Commission and the Peacebuilding Support Office to ensure that integration takes place in the context of a wider peacebuilding effort. In line with this approach, the Department of Peacekeeping Operations has already taken steps at Headquarters to improve the way peace operations are planned and conducted with partners within the United Nations system, particularly the agencies, funds and programmes with operating capacities in the field. A major priority is to significantly improve the integrated mission planning process at start-up and throughout the life cycle of a peace operation.

17. In collaboration with its partners, the Department of Peacekeeping Operations has two main priorities. The first is to establish predictable frameworks for cooperation with regional organizations, including common peacekeeping standards, establish modalities for cooperation and transition and, to conduct, where possible,

joint training exercises. As an example, the African Union stands as a key external partner for the Department. In line with the 2005 World Summit Outcome (resolution 60/1), the Department is committed to supporting African peacekeeping capacities over the next 10 years and, together with other external partners, to supporting the African Union in its peacekeeping tasks.

18. The second priority of the Department of Peacekeeping Operations is to further develop its relationship with international financial institutions. In April 2005, the Department initiated a process to explore with the World Bank the manner by which strategic cooperation in a post-conflict context might be enhanced. That process emanated from a concern that in post-conflict States, neither military security nor economic assistance is, in itself, sufficient to bring about sustainable recovery. Earlier and better strategic and operational cooperation between the Department and international financial institutions could result in: (a) a more concerted international action to secure successes in the immediate post-conflict phase; and (b) the re-establishment of state authority and institutions, including a functioning civil service and local administrative structures. The cooperation process between the Department of Peacekeeping Operations and the World Bank is grouped around five areas: (a) dialogue, including regular exchange briefings between headquarters; (b) training, including participation in each other's courses; (c) research projects, such as the recent study on the perceptions of senior managers of the Department and the World Bank in the field; (d) staff exchanges; and (e) operational innovation in the field.

19. The Department of Peacekeeping Operations has already taken the step of leading both the collective revision of the Secretary-General's note of guidance on integrated missions and lines of authority and the review of the integrated mission planning process to revise guidance on the planning of integrated missions. Moreover, the Department has recently entered into a strategic dialogue with the United Nations Development Programme (UNDP) on the clarification of roles and responsibilities in integrated missions, including in functional areas such as rule of law, security sector reform, governance and capacity-building.

20. The fourth key area relates to securing the essential resources to improve operations. United Nations peacekeeping succeeds or fails depending on the provision of sufficient capacity to implement a mandate. In the 2006/07 period, the Department of Peacekeeping Operations will aim to strengthen the Police Division and will also work to expand its resources in four areas: (a) the creation of the standing police capacity approved at the Summit; (b) the strengthening of technological capacity, particularly information technology resources, by establishing more flexible and accessible software platforms for mission management and accountability; (c) the enhancement of strategic communications capacity; and (d) the establishment of conduct and discipline units throughout peacekeeping operations and at Headquarters. The Department will also continue to pursue arrangements to provide the Organization with rapidly deployable capabilities to sustain missions in crisis. There are no additional resources being requested for the Military Division in the 2006/07 budget for the support.

21. The fifth key area is the establishment of integrated organizational structures at Headquarters and in the field. Effective peacekeeping requires flexible structures that can evolve over the different phases of the mission, while consistently providing timely and effective support. The Department of Peacekeeping Operations is conducting a benchmarking study that will involve the examination of building

blocks on which each mission is structured. The next phase of the study will examine the "to be" model and will benchmark the support functions against other organizations. At Headquarters, the Department proposes to create integrated teams to serve as a single backstop for field missions. The integrated teams will incorporate political, military, police, specialist civilian, logistics, financial and personnel expertise. The teams will be supported by functional expertise to deliver substantive and support tasks, including, but not limited to, conduct and discipline, integrated training, policy, doctrine and guidance, disarmament, demobilization and reintegration, and rule of law. A dedicated capacity to engage with the Department's external partners will also be an important element of the initiative.

III. Budget performance for the period from 1 July 2004 to 30 June 2005

22. As set forth in table 2 below, the total approved budget for the period from 1 July 2004 to 30 June 2005 amounted to $4.4 billion, inclusive of UNLB and the support account. The related expenditure amounted to $4.1 billion, resulting in an overall unencumbered balance of $0.3 billion.

Table 2

Financial resource performance for the period 2004/05

(Thousands of United States dollars. Budget year is from 1 July to 30 June)

Peacekeeping component	*Apportionment*[a]	*Expenditure*[a]	*Variance*	
			Amount	*Percentage*
MINURSO	41 860.0	41 398.0	462.0	1.1
MINUSTAH	379 046.8	377 235.3	1 811.5	0.5
MONUC	954 766.1	900 884.5	53 881.6	5.6
ONUB	329 714.4	303 794.3	25 920.1	7.9
UNAMSIL	291 603.6	264 525.8	27 077.8	9.3
UNDOF	40 902.1	40 819.9	82.2	0.2
UNFICYP	49 417.3	48 625.1	792.2	1.6
UNIFIL	92 960.3	89 244.1	3 716.2	4.0
UNMEE	205 331.6	180 330.3	25 001.3	12.2
UNMIK[b]	294 625.2	294 497.0	128.2	0.0
UNMIL	821 986.0	740 964.8	81 021.2	9.9
UNMIS	222 031.7	218 865.7	3 166.0	1.4
UNMISET	85 153.7	81 549.2	3 604.5	4.2
UNOCI	378 472.8	336 890.5	41 582.3	11.0
UNOMIG	31 925.7	31 070.6	855.1	2.7
Subtotal, missions	**4 219 797.3**	**3 950 695.1**	**269 102.2**	**6.4**
UNLB	28 422.0	28 184.7	237.3	0.8
Support account	121 610.3	118 025.5	3 584.8	2.9
Total resources	**4 369 829.6**	**4 096 905.3**	**272 924.3**	**6.2**

[a] Exclusive of budgeted voluntary contributions in kind.

[b] Percentage of variance is less than 0.1 per cent.

23. The overall budget implementation rate of 94 per cent for the 2004/05 period was slightly lower than the implementation rate of 95 per cent for the prior financial period 2003/04. Among the missions, budget implementation rates improved for MINURSO, MINUSTAH, ONUB, UNAMSIL, UNDOF, UNMISET and UNOCI. On the other hand, for various reasons, budget implementation rates declined for MONUC, UNIFIL, UNMEE, UNMIL, UNOMIG and the support account.

24. In peacekeeping missions, the main factors that affected budget performance in the 2004/05 period were: (a) delays in the deployment of military contingent personnel; (b) the more rapid pace of downsizing and withdrawal of military contingent personnel; (c) higher vacancy rates for international staff than the budgeted vacancy factors; (d) reduced requirements under air transportation resulting from the downsizing of contingent personnel, delays in deployment or, in some cases, the non-deployment of aircraft, a more stable security situation and longer periods of unfavourable weather conditions; and (e) reduced requirements under facilities and infrastructure and ground transportation.

25. Under military personnel, delays in the deployment of military contingent personnel resulted in unutilized balances in MINUSTAH, MONUC and ONUB. In UNAMSIL and UNFICYP, savings were realized from the faster pace of downsizing and withdrawal of military contingent personnel, while in UNMEE the implementation of adjustments on the presence and operations approved by the Security Council resulted in a lower average deployment level of military contingent personnel. Regarding freight costs for the deployment of contingent-owned equipment, unspent amounts in UNMIS and UNOCI were attributable to delays in the deployment of equipment. In UNMIL, savings were realized from the earlier deployment of equipment, for which the costs were charged against the 2003/04 financial period.

26. Under civilian personnel, unutilized balances in MINURSO, MONUC, UNAMSIL, UNDOF, UNIFIL, UNMIL and UNMISET were primarily attributable to higher vacancy rates for international staff than the budgeted vacancy factors owing to delays in recruitment. Additional savings were realized from the incumbency of posts at levels lower than budgeted.

27. Under operational costs, unspent amounts were primarily attributable to reduced requirements for air transportation. In MONUC and UNOCI, savings were realized from either the non-deployment or delays in the deployment of military helicopters, the non-deployment of fixed-wing aircraft and the early termination of a commercial contract for one fixed-wing aircraft. In ONUB and UNMIL, inclement weather (longer periods of the rainy season) adversely affected air operations, resulting in a lower number of flight hours than originally planned. Delays in the deployment of military contingent personnel contributed to the lower utilization of helicopters in MINUSTAH, while the reduced utilization of helicopters in UNAMSIL was attributable to the downsizing of military contingent personnel. In UNMEE, savings were realized from the reconfiguration of air assets, including the termination of the executive jet and the non-utilization of three standby aircraft.

28. Under facilities and infrastructure, unutilized balances were realized from reduced requirements for the acquisition of prefabricated facilities and alteration and construction services, delays in the deployment of generators in ONUB and the use of fewer high-capacity generators. In addition, savings were realized from the non-utilization of the amount approved for security and safety measures in UNMEE.

Lower requirements for the rental of premises in UNMIL resulted from the use of Government-owned premises at no cost. In UNOCI, unspent amounts were attributable to reduced requirements for the acquisition of refrigeration equipment and security and safety equipment and a delay in the finalization of the systems contract for fuel storage and distribution equipment.

29. Unutilized balances were also realized under ground transportation in MONUC, UNIFIL and UNOCI as a result of the reduced acquisition of vehicles, owing, in part, to the transfer of vehicles from UNLB or the downsizing of missions. In UNMIL, damage to road infrastructure during the rainy season had an adverse impact on vehicle operations, which resulted in reduced fuel consumption. The main factors affecting budget performance in the missions are set out in table 3 below.

Table 3
Main factors affecting budget performance

Peacekeeping component	*Main factors affecting budget performance*
MINURSO	A budget implementation rate of 99 per cent (2003/04: 94 per cent) resulted from: • A higher vacancy rate for international and national civilian staff • Savings offset by increased usage of fixed-wing aircraft, owing to the policy of the Department of Peacekeeping Operations to segregate cargo and passenger flights, and by mechanical problems with helicopters
MINUSTAH	A budget implementation rate of 99 per cent (2003/04: 70 per cent) resulted from: • Lower emplacement travel costs for military contingent personnel and lower number of rotation trips due to a slower pace of deployment • International staff posts encumbered at grades lower than budgeted levels, and almost all incumbents were mission appointees, compared with the budget estimate of 70 per cent • Lower utilization of helicopters owing to delays in the deployment of military contingent personnel • Savings offset by higher freight costs by air, instead of by sea, of equipment for formed police units, higher average deployment of civilian police observers than budgeted and an increase in rates of mission subsistence allowance
MONUC	A budget implementation rate of 94 per cent (2003/04: 99 per cent) resulted from: • Delayed deployment of 14 military helicopters, non-deployment of 7 aircraft resulting from the review of air transportation requirements and the early termination of a commercial contract for one fixed-wing aircraft • Delays in the deployment of international staff • Delays in the deployment of military contingent personnel

Peacekeeping component	*Main factors affecting budget performance*	*f*

- Non-acquisition of specialized firefighting vehicles, transfer from UNLB of an aircraft loader, reduced requirements for rental of vehicles and lower liability insurance costs owing to delays in the deployment of contingent-owned equipment
- Reduced requirements for the Mission's share of the transponder lease and lower tariffs levied by providers of local and international communications services
- Savings offset by greater self-sustainment requirements for medical services owing to the expansion of services provided by two level-2 military hospitals to additional military personnel and the deployment of a new level-3 military hospital
- Savings offset by higher requirements for separation and deployment costs resulting from a high turnover rate of United Nations Volunteers

ONUB

A budget implementation rate of 92 per cent (2003/04: 81 per cent) resulted from:

- Delays in the deployment of military contingent personnel
- Lower requirements for the acquisition of prefabricated facilities and construction services owing to the increased use of existing permanent structures in Bujumbura and the regions, to delays in the deployment of generators and the utilization of fewer high-capacity generators
- Reduced utilization of the fleet of 6 military helicopters owing to unfavourable weather conditions and fewer incidents requiring military contingency interventions and to the stable security situation

UNAMSIL

A budget implementation rate of 91 per cent (2003/04: 86 per cent) resulted from:

- Faster pace of downsizing and withdrawal of military contingent personnel
- Reduced utilization of helicopters owing to the downsizing of military contingent personnel
- Higher vacancy rate for international staff than the budgeted factor

UNDOF

The budget was, for the most part, fully implemented (identical for the period 2003/04), with some deviations from the approved apportionment, as follows:

- Higher vacancy rate for international staff than the budgeted assumption of full incumbency
- Savings offset by additional requirements for construction services and utilities and higher repair and maintenance costs for armoured personnel carriers

UNFICYP

A budget implementation rate of 98 per cent (2003/04: expenditure exceeded budget) resulted from:

- Phased repatriation of military personnel

Peacekeeping component	*Main factors affecting budget performance*
	• Savings offset by higher national staff costs owing to the appreciation of the local currency against the United States dollar and unforeseen requirements for the relocation of military contingent personnel to centralized locations following the reduction of the force level
UNIFIL	A budget implementation rate of 96 per cent (2003/04: full budget implementation) resulted from:
	• Lower number of vehicles acquired owing to the transfer of 23 light vehicles from downsizing missions
	• Higher vacancy rate for international staff than the budgeted factor
UNMEE	A budget implementation rate of 88 per cent (2003/04: 98 per cent) resulted from:
	• Lower average deployment of military contingent personnel resulting from the implementation of adjustments to the presence and operations approved by the Security Council
	• Non-utilization of the amount approved for security and safety measures, which would have included the construction of a new Mission headquarters building and the relocation of communication facilities
	• Reduced utilization of flight hours owing to the reconfiguration of air assets, including the termination of the contract for the executive jet and the non-utilization of three standby aircraft
	• Savings partially offset by higher costs of mine detection and clearance services to replace services previously provided by a demining contingent
UNMIK	The budget was, for the most part, fully implemented (identical for the period 2003/04), with some deviations from the approved apportionment, as follows:
	• Management decision on the postponement of the acquisition of communications equipment and related spare parts in order to meet additional requirements for civilian police and national civilian staff
	• Lower requirements under facilities and infrastructure resulting from the implementation of economy measures with regard to alteration and renovation services and the management of spare parts
	• Absorption of additional requirements for national staff costs owing to the revision of the local salary scales and for mission subsistence allowance for civilian police observers
UNMIL	A budget implementation rate of 90 per cent (2003/04: 97 per cent) resulted from:
	• Reduced air transportation requirements owing to the non-utilization of one helicopter and a prolonged period of inclement weather
	• Earlier deployment of contingent-owned equipment, for which the costs were charged against the prior financial period, and lower cost of rations

Peacekeeping component	*Main factors affecting budget performance*
	• Delays in the recruitment of international staff resulting in a higher vacancy rate than the budgeted factor and the incumbency of posts at lower levels • Reduced requirements for the rental of premises resulting from the use of Government-owned premises at no cost, the delay in the planned move to the Pan-African building and lower fuel requirements for generators • Reduced fuel consumption for ground transportation resulting from damage to the road infrastructure during the rainy season
UNMIS	A first-year budget implementation rate of 99 per cent resulting from: • Delays in the deployment of contingent-owned equipment • Savings offset by additional requirements for the acquisition of prefabricated units for accommodation and airfield facilities owing to the lack of existing infrastructure in the regions and the unbudgeted acquisition of generators owing to the unavailability of local electricity supply • Savings offset by the unbudgeted procurement of heavy vehicles resulting from the lower deployment level of contingent-owned equipment
UNMISET	A budget implementation rate of 96 per cent (2003/04: 94 per cent) resulted from: • Higher than budgeted vacancy rate for international staff • Reduced requirements for air transportation services owing to the waiver granted by the host Government of most service fees for the use of Comoro Airport and reduced utilization of the helicopter fleet • Savings offset by higher expenditure for the rotation and repatriation travel of military contingent personnel and the recording of expenditures related to the deployment of a contingent in June 2004
UNOCI	A budget implementation rate of 89 per cent (2003/04: 86 per cent) resulted from: • Lower air transportation costs owing to the non-deployment of a military aviation unit of 8 helicopters • Reduced requirements for refrigeration equipment, as refrigeration containers were supplied by the rations contractor, delayed finalization of the systems contract for fuel storage and distribution equipment, lower acquisition of security and safety equipment owing to the delayed establishment of the Mission's integrated headquarters, rental of fewer premises and lower expenditure on utilities owing to the delayed completion of the memorandum of understanding between the Mission and the host Government • Reduced acquisition of heavy vehicles to support contingents owing to alternative arrangements and lower acquisition of airfield support equipment owing to the delayed deployment of air assets

Peacekeeping component	*Main factors affecting budget performance*
	• Lower freight costs for contingent-owned equipment, non-deployment of 8 military aircraft, reduced rotation costs and lower rations costs • Delays in the deployment of civilian police personnel
UNOMIG	A budget implementation rate of 97 per cent (2003/04: 99 per cent) resulted from: • Lower actual costs for the purchase of six armoured vehicles and the non-purchase of special equipment for vehicles • Savings offset by higher national staff costs, as the average grade and level of staff were higher than the budgeted level
UNLB	A budget implementation rate of 99 per cent (identical for the 2003/04 period) resulted from: • Reduced requirements for vehicle maintenance support resulting from the lower number of vehicle holdings and higher turnover of vehicles from strategic deployment stocks • Lower requirements for alteration and renovation services resulting from the cancellation of a water drainage project and reduced maintenance requirements resulting from the higher turnover of equipment items from strategic deployment stocks • Savings offset by losses on monetary exchange resulting from the appreciation of the euro against the United States dollar
Support account	A budget implementation rate of 97 per cent (2003/04: 99 per cent) resulted from: • Lower expenditure on post resources resulting from a higher vacancy rate in the Office of Internal Oversight Services, lower staff costs for resident auditors in the missions than the budget estimates and the incumbency of posts in the Department of Management at levels lower than budgeted • Reduced expenditure on official travel by the Department of Peacekeeping Operations and the Department of Management as a result of the reprioritization of activities in response to the surge in peacekeeping • Reduced expenditure on information technology owing to delays in the procurement of equipment for the Department of Peacekeeping Operations • Reduced requirements for the rental of premises resulting from the provision of cost-free accommodation for the regional investigation hubs of the Office of Internal Oversight Services in Vienna and Nairobi

30. The 2004/05 performance reports reflect continuing efforts to make the frameworks more concrete, streamlined and reader-friendly by applying standard criteria to the provided performance information. Standard criteria include: (a) a justification and planned completion date, if actual indicators of achievement and outputs fell significantly short compared to the plan; (b) an element of measurability, if not already provided in the baselines that were established as part

of the 2004/05 budget, and (c) information on significant unplanned actual indicators of achievement and outputs.

31. Information on planned and actual vacancy rates for international and national staff and United Nations Volunteers in peacekeeping operations for the performance period is shown in table 4 below.

Table 4
Planned and actual vacancy rates for the 2004/05 period

		Vacancy rate (percentage)	
Peacekeeping component	*Category of staff*	*Planned*	*Actual*
MINURSO	International[a]	10.0	13.9
	National	—	5.0
	United Nations Volunteers	—	—
MINUSTAH	International[a]	35.0	31.3
	National	45.0	70.7
	United Nations Volunteers	30.0	20.6
MONUC	International	15.0	26.5
	National	5.0	16.0
	United Nations Volunteers	10.0	10.1
ONUB	International	25.0	16.0
	National	15.0	25.5
	United Nations Volunteers	10.0	9.3
UNAMSIL	International	8.0	18.2
	National	4.0	5.1
	United Nations Volunteers	5.0	14.1
UNDOF	International	—	14.1
	National	—	1.5
	United Nations Volunteers	—	—
UNFICYP	International	4.0	15.2
	National	1.0	0.9
	United Nations Volunteers	—	—
UNIFIL	International	4.0	16.9
	National	1.0	3.6
	United Nations Volunteers	—	—
UNMEE	International	10.0	20.7
	National	2.0	7.0
	United Nations Volunteers	2.0	8.6
UNMIK	International	10.0	16.0
	National	3.0	2.4
	United Nations Volunteers	5.0	17.3

Peacekeeping component	Category of staff	Vacancy rate (percentage)	
		Planned	Actual
UNMIL	International	20.0	26.1
	National[a]	15.3	20.0
	United Nations Volunteers	20.0	28.4
UNMIS	International		
	National		
	United Nations Volunteers		
UNMISET	International	15.0	23.4
	National	5.0	9.5
	United Nations Volunteers	10.0	16.1
UNOCI	International	20.0	24.0
	National	15.0	19.8
	United Nations Volunteers	20.0	43.0
UNOMIG	International	10.0	17.0
	National	5.0	5.0
	United Nations Volunteers		
UNLB	International	10.0	13.5
	National	5.0	5.0
Support account[b]	Professional	7.0	9.1
	General Service	2.5	3.4

[a] Excluding 157 international staff posts authorized for the Identification Commission, for which no budget provision had been made.

[b] Represents the weighted average of vacancy factors of 15 per cent for 755 national General Service posts and 20 per cent for 43 National Officer posts.

[c] Due to its establishment during the reporting period and the timing of the submission of its 2004/05 budget, human resources incumbency was reported solely on the basis of actual incumbency as at 30 June 2005.

[d] Represents weighted averages of vacancy factors for continuing posts (5.5 per cent for Professional posts and 2.3 per cent for General Service posts) and for new posts (50 per cent for Professional posts and 35 per cent for General Service posts).

32. As indicated in paragraphs 24 and 26 above, unutilized amounts for the 2004/05 period were attributable to higher vacancy rates for civilian personnel compared with the planned (budgeted) vacancy factors. As set out in table 4 above, vacancy rates for international staff were higher than planned in 10 of the 15 missions (MINURSO, MONUC, UNFICYP, UNIFIL, UNMEE, UNMIK, UNMIL, UNMISET, UNOCI and UNOMIG). Similarly, for national staff, vacancy rates were higher than planned in 10 of the 15 missions (MINURSO, MINUSTAH, MONUC, ONUB, UNDOF, UNIFIL, UNMEE, UNMIL, UNMISET and UNOCI). Furthermore, vacancy rates were higher than planned in five of the nine missions with United Nations Volunteers (UNAMSIL, UNMEE, UNMIK, UNMISET and UNOCI).

33. For UNMIS, planned and actual vacancy rates have been excluded owing to the timing of its establishment and the submission of the related financial reports for the 2004/05 period.

IV. Proposed budget estimates for the period from 1 July 2006 to 30 June 2007

A. Implementation of requests of the General Assembly in its resolution 59/296 and of the Advisory Committee on Administrative and Budgetary Questions in its report on the administrative and budgetary aspects of the financing of United Nations peacekeeping operations

Review of the management structure of all peacekeeping operations

34. In section IV, paragraph 7, of its resolution 59/296, the General Assembly urged the Secretary-General to expedite the establishment of the high-level follow-up mechanism for the full and timely implementation of recommendations of all oversight bodies. Progress on that matter has already been provided in paragraphs 24 to 28 of the report of the Secretary-General on measures to strengthen accountability at the United Nations (A/60/312). Subsequent to the issuance of the report, in September 2005, the Secretary-General approved the creation of the Oversight Committee (see ST/SGB/2005/18). The Committee is intended to ensure that prompt management actions are taken to implement the recommendations of the Office of Internal Oversight Services, the Board of Auditors and the Joint Inspection Unit. Following the recent decision of the General Assembly to establish an independent audit advisory committee and in response to suggestions from the Advisory Committee and Member States, the precise terms of reference, title, membership and reporting lines of the internal committee are currently being developed.

Shared funding of posts of Deputy Special Representative of the Secretary-General

35. The General Assembly, in section V, paragraph 2, of its resolution 59/296, and the Advisory Committee, in paragraph 62 of its report (A/59/736), addressed the cost-sharing arrangements with UNDP for posts of Deputy Special Representative of the Secretary-General. The Department of Peacekeeping Operations and UNDP have drafted a memorandum of understanding to formalize cost-sharing arrangements for posts of Deputy Special Representative of the Secretary-General where the incumbent also acts as Resident Coordinator and Humanitarian Coordinator. The memorandum of understanding provides for 50 per cent of the post to be financed by the Department and 50 per cent by UNDP. Annexed to the memorandum of understanding are a generic job profile and generic organization chart that set out the responsibilities, required qualifications and reporting lines for such positions. The Department, UNDP, the United Nations Development Group, the Office for the Coordination of Humanitarian Affairs and the Executive Committee on Humanitarian Affairs have agreed, in principle, on the terms of the memorandum of understanding, and the Department is currently working with the Office of Legal Affairs and the Department of Management to finalize pending issues in the draft

document. A revised draft has been circulated to UNDP, the Executive Committee on Humanitarian Affairs and the Office for the Coordination of Humanitarian Affairs on final amendments proposed by the Department of Management.

Posts

36. The Advisory Committee, in paragraph 66 of its report, recommended that the Department of Peacekeeping Operations consider establishing a management committee in each mission, consisting of section chiefs in the management areas and chaired by a Chief Administrative Officer, to deal with issues of good management, accountability and conduct, strategic planning and implementation of oversight bodies. The Department concurs with the Advisory Committee's recommendation that a Chief Administrative Officer is the best person to deal with issues of good management. Accordingly, related responsibilities and functions have been included in the generic vacancy announcements for the post of Chief Administrative Officer, including: (a) planning, organization, implementation and management of logistical and administrative support activities; (b) effective management of human, financial and material resources of the mission; (c) establishment of sound policies, procedures, practices, standards and tools that are consistent with United Nations policies and practices on budgeting and accounting and financial and human resources management; and (d) provision of guidance, performance evaluation, supervision and mentoring to all administrative support staff. Currently, the Chief Administrative Officers hold daily or weekly briefings with senior staff to plan, provide and share information and to follow up on management issues. Monthly meetings are held with section chiefs to ensure information flow and follow-up. Against this background, the Department believes that the establishment of a management committee would not be necessary, taking into account that existing arrangements in the missions already constitute the functions of a management committee.

37. In paragraph 67 of its report, the Advisory Committee requested the Department of Peacekeeping Operations, in formulating its policy on the establishment of joint mission analysis cells in missions, to consider the need for and staffing of the cells, taking into account mission-specific requirements and experience already gained. The Department intends to disseminate the policy to field missions. Should the General Assembly approve the proposed policy that is outlined in section C below, the Department will provide guidance to the missions on their respective post and non-post resource requirements for the cells.

United Nations Volunteers

38. In paragraph 70 of its report, the Advisory Committee recommended that the United Nations Volunteer Programme and the Department of Peacekeeping Operations define clear parameters of employment for Volunteers working with the Department. In response to that recommendation, the Department confirms that the parameters for employment of Volunteers working in United Nations peace operations are defined in the "Note on guiding principles" and the memorandum of understanding between the Department and the Programme. Volunteers carry out functions in a variety of substantive and support areas that do not involve representative, supervisory or certifying responsibilities. In substantive areas, United Nations Volunteers are involved in activities related to: electoral support; political affairs; human rights; civil affairs; public information; disarmament,

demobilization and reintegration; HIV/AIDS; gender; and humanitarian assistance. In the area of support, Volunteers carry out technical and administrative functions, including: communications; information technology; medical services; aviation; engineering; transportation; and administration. In particular, the note emphasizes the need to maintain a reasonable balance between substantive and capacity-building roles as compared to operational support functions. The United Nations Volunteer Programme would like to maintain a ratio of substantive to support functions of 75:25. In future, the Department intends to move towards this goal and to maximize the use of Volunteers for functions that are consistent with the spirit of volunteerism and that contribute to peace and development. Future plans for the use of Volunteers will also be covered in the report on the management structure of peacekeeping missions.

Training, recruitment and staff in the field

39. In section VIII, paragraph 2, of resolution 59/296, the General Assembly requested that the Secretariat report on the finalization and implementation of a comprehensive training strategy along with the framework of the evaluation of training. The training strategy and policy of the Department of Peacekeeping Operations are being finalized on the basis of its emerging reform agenda, "Peace operations 2010". The training policy and strategy will provide a Departmental approach to substantive and technical training for Headquarters, field missions and troop and formed police contributors and integrated mission training centres. The policy and strategy focus on operational results derived from peacekeeping tasks authorized by the Security Council. The driving forces behind the policy and strategy are the accountabilities for training that arise from Security Council resolutions, international standards (such as aviation safety standards) and the authorized use of United Nations equipment and delegation of United Nations administrative authorities. The training specified closes competency gaps in conducting peace operations and covers the full range of operational tasks needed for supporting multidimensional peacekeeping operations through periods of post-conflict transition.

40. In section VIII, paragraph 6, of resolution 59/296, the General Assembly requested the Secretariat to report on the progress made towards reaching an overall target of filling no more than 5 per cent of authorized General Service/Field Service posts across missions, with the exception of those missions that are in a start-up phase and in other exceptional circumstances, with staff on assignment from Headquarters. The Department of Peacekeeping Operations, in consultation with management in field missions, is developing a plan to implement that request. Missions considered to be in a start-up phase or other exceptional circumstances must meet the following criteria: (a) the start-up phase is considered to be in effect during the first year of operation from the start of the mission, and the vacancy rate must be greater than 20 per cent; (b) there must be an authorized increase in staffing resulting from a revision of the mandate by the Security Council; (c) the mission must be downsizing or in the liquidation phase; or (d) other exceptional circumstances to be determined on a case-by-case basis. Missions considered to have met those criteria in 2005 are MINUSTAH, MONUC, ONUB, UNOCI, UNAMSIL and UNMIS.

41. All other missions will be subject to the 5 per cent limitation, which will be implemented in a phased manner over the 2005/06 period in order not to

compromise their operational capabilities. As an initial step, restrictions have been placed on new assignments of General Service staff to field missions. In addition, in line with established policy on mission assignments, General Service staff from Headquarters or offices away from Headquarters who have been on mission assignment for two or more years will be required to complete their assignments.

42. The Department of Peacekeeping Operations has instructed all missions to conduct a review of their staffing structures to identify international General Service and Field Service functions that could be performed by national General Service staff. Similarly, missions have been encouraged to consider introducing National Officer posts, where appropriate, for functions that contribute to national capacity-building or those that have a national content, such as protocol officer functions. The results of those reviews are reflected in the individual 2006/07 budget submissions.

43. The General Assembly, in section VIII, paragraph 10, of resolution 59/296, decided that the generic vacancy announcements posted in Galaxy should be accompanied by information on the location of current specific vacancies and that this would apply to all international vacancies in peacekeeping missions. In response to that decision, the Department of Peacekeeping Operations has enhanced its Galaxy web pages for the recruitment of staff for peace operations. The design, coding and testing of the improved interfaces and workflows have been completed for the following five screens in Galaxy: (a) the Department's "Welcome" page; (b) the "Preferences" page, where applicants can indicate their preference for a specific mission or location; (c) the "Job Categories" page, where the applicant has the ability to browse job opportunities by occupational group; (d) the "Jobs Around the World" page, where applicants have the ability to browse job opportunities by field mission; and (e) the "Field Mission Openings" page, in which applicants can submit their applications for vacancy announcements in field missions. Accompanying texts have been finalized for the five screens and for additional links comprising: (a) mission readiness, a self-administered questionnaire prepared by the Department for potential applicants to better assess their suitability to the hardships of mission service; (b) Professional and Field Service categories, which provides additional recruitment information concerning the requirements for employment in each category; and (c) revised "How to apply" text in each vacancy announcement and information on applying for vacancies in peace operations. The proposed text has been submitted to the Office of Human Resources Management for final clearance in view of its overall responsibility for the Galaxy website. The Department plans to launch the redesigned website, which will specify the location of vacancies. In addition, given the increased volume of applications received in Galaxy, the Department has proposed the redesign of the personal history profile form to enable an efficient electronic screening of applications.

Reform of the Field Service category

44. In paragraph 57 of its report, the Advisory Committee requested that the review of the Field Service category be undertaken on an urgent basis, taking into account its previous request for its completion and the submission of comprehensive proposals to the General Assembly at its fifty-eighth session. The Department of Peacekeeping Operations is currently developing a new concept for meeting the core needs of peacekeeping operations, which will include the reform of the Field Service category. The revised concept will be presented in a separate report of the

Secretary-General to the General Assembly for its consideration during the resumed part of its sixtieth session.

Military component

45. In section XII, paragraph 2, of resolution 59/296, the General Assembly requested the Secretariat to ensure that the deployment of troops and contingent-owned equipment is properly coordinated so that troops are not deployed without their equipment. The Department of Peacekeeping Operations maintains a standard practice whereby during routine negotiations on contingent-owned equipment with contributing countries, deployment is coordinated to ensure that equipment is shipped by sea and troops/formed police by air. The Department coordinates those efforts to ensure that troops/formed police and their equipment are deployed together, in accordance with the agreed deployment plan. During the deployment phase, the Department, the field mission and the contributing country maintain active communication to ensure the timely deployment of personnel and their equipment.

46. In paragraph 50 of its report, the Advisory Committee requested information on the findings of the working group formed by the Department of Peacekeeping Operations to conduct a review of the payment of mission subsistence allowance to staff officers in lieu of accommodation. A Departmental working group has recently examined the role and support of staff officers, including legal, financial sustainment and operational considerations, and has concluded that the status of staff officers and the manner by which they are generated and deployed should remain unchanged. The results of the working group's evaluation of the status of staff officers is provided in detail in paragraphs 108 to 113 of section C below.

Procurement

47. In section XVI, paragraph 1, of resolution 59/296, the General Assembly requested the Secretariat to ensure the implementation of and compliance with the mechanisms aimed at facilitating the compilation by all missions of an assessment of progress and final performance of vendors and its immediate transmission to the Procurement Service at Headquarters. In response to that request, the Procurement Service has been in consultation with the Department of Peacekeeping Operations to ensure that all missions assess the performance of vendors and transmit the related reports to the Service. In this respect, an agreement has been reached whereby the Department will explore the possibility of developing a database and an electronic reporting system. While the Procurement Service receives performance reports in hard copy, it anticipates that the development of such a system by the Department will improve compliance with the reporting requirements of the Service.

48. In section XVI, paragraph 3, of the resolution, the General Assembly requested the Secretariat to continue to improve reporting procurement data to Member States and to consider the procurement system processes utilized in the governmental and private sectors. In response to that request, the Procurement Service has been working with the Department of Peacekeeping Operations to develop the common procurement management system that will improve the reporting capacity for procurement data by having real-time access to such data at Headquarters and in peacekeeping missions. The implementation of the new system is expected by the end of 2006.

49. The General Assembly, in section XVI, paragraph 4, of the resolution, requested the Secretariat to continue to simplify the vendor registration process, taking into account access to the Internet, and to take further steps to sensitize the business community to procurement opportunities within the United Nations system. While the Procurement Service has been in contact with Member States to explore opportunities for business seminars, the upward trend in the procurement workload and the requirement to devote resources for strengthening internal controls has made it more difficult to actively pursue that initiative with existing staff resources. In the meantime, the Procurement Service is reviewing the information made available on the Internet site with a view to enhancing transparency and sensitizing the business community to procurement opportunities. The Procurement Service has also been working with other United Nations bodies to explore measures that might simplify the vendor registration process without compromising the quality of the evaluation of potential vendors.

Asset management

50. In section XVII, paragraph 1, of resolution 59/296, the General Assembly requested the Department of Peacekeeping Operations to ensure that all missions implement an assets replacement programme in a cost-effective manner and in strict compliance with the guidelines on the life expectancy of assets. While the Department has established the life expectancy of various categories of assets as guidance for the replacement programme, it does not enforce strict compliance of the life expectancy schedule and allows the missions to decide on the replacement of their assets on the basis of usage, condition, maintenance and repair costs and other operational factors. Requests for replacement of assets before the end of their life expectancy require detailed justification. To ensure that assets are replaced in a cost-effective manner, missions are required to submit acquisition plans that are based on the life expectancy of each asset or asset group. Those plans are consolidated by the Department and translated into a procurement plan, which takes into account United Nations reserves, strategic deployment stocks rotation policy and surplus assets available in the missions with sufficient residual life. For new procurement, the Organization uses systems contracts to the extent possible.

51. In section XVII, paragraph 2, of its resolution, the General Assembly requested the Secretariat to ensure that the heads of the peacekeeping operations take effective measures to ensure inventory control, replenishment of stocks and reasonable write-off procedures for the disposal of assets no longer required or useful. In response to that request, the Department of Peacekeeping Operations has issued detailed instructions to field missions on proper inventory control, timely write-off and disposal of assets. In addition, the Department is preparing a comprehensive property management manual, which will standardize property management practices across field missions and will provide guidance on day-to-day operations. In addition, the Department reviews monthly reports submitted by missions on the status of disposal of assets, advises the missions on further action to be taken and conducts training courses on property management at UNLB for mission personnel, including the use of online training modules. The Department has also developed an asset disposal module, currently being tested at UNLB, which will streamline the disposal of assets in field missions.

52. In section XVII, paragraph 3, of resolution 59/296, the General Assembly requested the Secretariat to ensure that formal written agreements are in place,

including elements such as financial reimbursement and liability, with other United Nations bodies before loaning out to them resources belonging to a peacekeeping operation. In response to that request, the Department of Peacekeeping Operations issued guidance to the missions in August 2005 on items on loan to and from other entities, including samples of memorandums of understanding to be signed and details on related financial arrangements and liability issues. Such guidance will also be included in the comprehensive property management manual. Missions have been instructed to ensure that proper written agreements are completed before lending resources belonging to missions.

53. The Advisory Committee, in paragraph 104 of its report, recommended that the Department of Peacekeeping Operations develop a policy for reserve vehicle holdings. In response to that recommendation, the Department confirmed that it has reviewed the policy on reserve vehicle holdings and has developed new ratios that are now reflected in the revised standard cost manual. Those ratios were used by the missions during the 2006/07 budget preparation process.

54. In paragraph 105 of its report, the Advisory Committee recommended that thought be given to rationalizing the methodology for estimating fuel consumption. As part of the standing operating procedures on fuel supply management, fuel calculators have been established at all missions for estimating fuel consumption. The fuel calculator estimation takes into account all factors that may influence the mission's fuel consumption levels, including intensity of operation and historical consumption.

Arrangements for Galaxy

55. In paragraphs 120 and 121 of its report, the Advisory Committee requested that a report be submitted to the General Assembly at its sixtieth session on the results of the review of the experiences of other large organizations using systems similar to Galaxy and an evaluation of the impact of the changes proposed on the information and communication technology strategy of the United Nations, on interactions and interfaces with other systems and on users and applicants. The Information Technology Services Division and the Office of Human Resources Management of the Department of Management are currently conducting a study to analyse the migration of Galaxy e-staffing from the Department of Peacekeeping Operations to the Department of Management. Multiple options are being considered for the migration, including a cost-benefit evaluation for each option. The study will also address the impact of reforms in human resources management, as mandated by the General Assembly. The report requested by the Advisory Committee, as endorsed by the General Assembly in its resolution 59/296, will be submitted to the General Assembly at its sixty-first session.

Information technology

56. In section XVIII, paragraph 2, of resolution 59/296, the General Assembly requested the Secretary-General to ensure the full implementation of the information technology and communications strategy adopted by the General Assembly in order to avoid unnecessary redundancies. In response, the Department of Peacekeeping Operations is continuing to collaborate with the Information Technology Services Division of the Department of Management to minimize, if not eliminate, unnecessary redundancies. During the current financial period, the Department is

collaborating with the Information Technology Services Division on projects such as the enterprise content management, customer relationship management, enterprise resource planning and disaster recovery and business continuity.

57. In section XVIII, paragraph 3, of resolution 59/296, the General Assembly requested the Secretariat to implement the Galileo system in all peacekeeping operations in order to unify peacekeeping operations inventory. The Galileo system has been implemented in all peacekeeping missions.

Air operations

58. Based on the request of the Advisory Committee in paragraph 89 of its report, the General Assembly, in section XIX, paragraph 4, of resolution 59/296, requested the Secretary-General to undertake an analysis of the impact of the new costing structure relating to air operations, bearing in mind the relevant observations and recommendations of the Advisory Committee and the Board of Auditors. In this regard, it will be necessary to obtain historical data over a period of time to perform an analysis of the new costing structure. To conduct a thorough and comparative analysis, the Procurement Service will utilize available historical data up to December 2005 to undertake the review, with the assistance of an expert in the aviation industry, if necessary, and in consultation with the Department of Peacekeeping Operations.

59. In paragraph 91 of its report, the Advisory Committee requested that the Department of Peacekeeping Operations come up with a way to better formulate the air operations budget to make it more reflective of actual operations (see also A/58/759, para. 57). In response to that request, the Department has improved the budget formulation and review process and has continued monitoring the use of resources, which has shown an improvement in the utilization of flight hours under air operations from 52 per cent in 2003/04 to 81 per cent in fiscal year 2004/05 for the same missions. Overall, the utilization of flight hours increased in all missions to 62 per cent during that period. To avoid the overestimation of requirements, comprehensive aviation budget guidelines and templates for the preparation of aviation budgets were issued to all missions. A Headquarters aviation expert visited and trained aviation personnel in UNMIL, UNOCI, UNAMSIL, MONUC and UNMIS on the implementation of the new guidelines and on the use of templates. Similar training will be provided to other missions during the 2006/07 period. The key elements of the guidelines are: (a) calculation of the budget on the basis of the actual average aircraft utilization over the previous year; (b) justification of any upward deviation from historical usage level; (c) monthly review of aircraft utilization and reporting on variances; (d) centralization of the budgeting for the rental of aircraft; (e) estimates for variable costs, such as fuel, are based on projected flight hours; and (f) budgeting of flight hour rates for aircraft as per the rates contracted in the most recent contract award. The same methodology is to be applied when preparing budgets for new missions. In addition, the Department of Peacekeeping Operations and the Procurement Service have collaborated in ensuring that invitations to bid are based on more realistic estimates of flight-hour utilization. The Department believes that such initiatives will further strengthen the resource estimation for air operations and will minimize the overestimation of aviation resources.

60. In paragraph 97 of its report, the Advisory Committee requested that the Department of Peacekeeping Operations report on the progress achieved in the preparation of a project paper on the modalities of the joint safety oversight programme and, when approved, use those modalities as a basis for a working paper for implementing similar programmes in other regions. The Department confirms that the project paper for the aviation safety oversight of ONUB by MONUC has been agreed to by both missions and that the guidelines for the implementation of the programme are currently being prepared. It is anticipated that the guidelines will be transmitted to both missions by early March 2006. In addition, the Department is working on the establishment of a regional aviation safety office in UNLB for aviation safety oversight of UNMIK, UNOMIG and UNLB.

61. The Advisory Committee, in paragraph 101 of its report, recommended that the Department of Peacekeeping Operations explore the possibility of inter-agency cooperation in other aspects of air transportation. To date, the Department and the World Food Programme (WFP) have implemented the aviation standards and they have been sent to the International Civil Aviation Organization (ICAO) for review. In February 2006, the Department and WFP will meet to review and revise the standards, as required, with ICAO participating in an advisory role. In addition, an umbrella technical aviation agreement is being developed between WFP and the Department with the goal of interoperability of the air assets on a cost-reimbursement basis.

Ground transportation

62. Based on paragraph 86 of the report of the Advisory Committee, the General Assembly, in section XX, paragraphs 2 and 3, of resolution 59/296, requested the Secretariat to provide detailed information on the implementation of the vehicle policy with regard to the purchase and assignment of both standard civilian and specially equipped armoured vehicles, as well as representational vehicles. In response to that request, the Department of Peacekeeping Operations is currently conducting a comprehensive review of its existing vehicle policy. Consultations on a draft policy paper, which was completed in November 2005, have been undertaken with the Department of Safety and Security, the Department of Management and other concerned stakeholders. The revised draft resulting from the consultations is undergoing a final review for the signature of senior management of the Department of Peacekeeping Operations. The revised policy will be disseminated in March 2006.

63. Regarding specially equipped armoured vehicles, the Department of Peacekeeping Operations affirms that the distribution of those vehicles is not driven by ratios but is based on security risk assessments in the mission area. Armoured vehicles are classified as utility vehicles for all personnel and are to be used on an as-needed basis. In collaboration with the Department of Safety and Security, the Department has completed the development of a policy on the need, distribution and use of armoured vehicles. That policy, when completed, will be incorporated in the departmental policy on ground transportation that was issued at the end of January 2006.

64. In paragraph 104 of its report, the Advisory Committee recommended that the Department of Peacekeeping Operations develop a policy for reserve vehicle holdings. In response to that request, the Department has reviewed the policy on

reserve vehicle holdings and has developed new ratios that are now reflected in the revised standard cost manual. Those ratios were used by the missions during the 2006/07 budget preparation process.

Ratios of vehicles and information technology equipment to staff

65. In section XXI, paragraph 4, of the resolution, the General Assembly requested the Secretariat to review the policies on standard ratios of vehicles to staff and to provide information on the outcome of the review and efforts to ensure that individual peacekeeping operations adhere to the standard ratios, while bearing in mind the mandate, complexity and size of individual operations. In response to that request, the Department of Peacekeeping Operations has reviewed vehicle ratios in the context of the guidelines for the 2006/07 financial period, and changes have been reflected in the standard cost manual. New missions established in the 2004/05 period are in conformity with the newly promulgated ratios. The Department is currently reviewing the older missions to ensure that their vehicle fleets conform to the new ratios, taking into account each mission's specific circumstances and operational needs. The 2006/07 budget process has been used to implement the changes, and a comprehensive overview on the status of implementation will be made available to the legislative bodies for their consideration.

66. In section XXI, paragraph 5, of the resolution, the General Assembly requested the Secretariat to apply greater economies in the provision of 4x4 vehicles for civilian staff in missions, in particular, but not limited to, senior staff at the D-1 level and above, bearing in mind that the existing ratio for 4x4 vehicles must not be exceeded, and to report to the Assembly on its implementation. In response, the Department of Peacekeeping Operations has prepared a draft policy to implement that request, which is currently being circulated for review by the Office of Operations, the Department of Safety and Security, and by the Military and Police Divisions. The Department expects to finalize the policy in March 2006. In addition, the vehicle ratios in the standard cost manual take into account the total civilian staff and missions have been advised accordingly not to exceed those ratios. The Department analyses the mission submissions for additional vehicle requirements and appropriate reductions are recommended to comply with the request.

Rations contracts

67. The General Assembly, in section XXII, paragraph 1, of the resolution, and the Advisory Committee, in paragraph 42 of its report, requested the Secretariat to undertake a cost-benefit analysis of the delivery of food rations by air assets, without prejudice to the delivery of food to the troops, and to implement the most viable and cost-effective option in each peacekeeping operation. In preparing the statement of work for soliciting vendors for the delivery of food rations, a thorough study is conducted of the most economical and operationally feasible means of delivering rations to the contingents at various locations. All transport options have been considered, and the guiding principle is that air transport will be the last resort, to be used only when all other options cannot guarantee timely delivery of quality rations. To ensure that principle, rations contracts include an option for transport by air between the contractor's warehouse(s) and the final delivery points. That option can only be activated by formal contract amendment, including a detailed cost-benefit analysis of such delivery. To date, no such amendments have been issued. However, in the case of delivery to the eastern region of the Democratic Republic of

the Congo, rations were transported by air using MONUC air assets, owing to the lack of road infrastructure between the logistics base in Entebbe, Uganda, and eastern locations. With the recently completed construction of the road between Entebbe and Bunia, all deliveries of rations will be undertaken by road. However, ration deliveries from Kinshasa will continue to use MONUC air assets in the absence of other alternatives and the lack of infrastructure in the area. Delivery of rations in all other missions continue to be undertaken using surface transport.

68. In section XXII, paragraph 2, of the resolution, the General Assembly requested the Secretariat to ensure that all missions monitor and evaluate the quality management systems of rations contractors to ensure that food quality and hygienic conditions are in accordance with established standards. Each mission has a comprehensive quality assurance programme that includes: (a) the hiring of trained and experienced rations experts to serve as quality assurance officers; (b) the establishment of robust quality assurance standards within contracts; (c) global inspections conducted by Headquarters personnel; and (d) train-the-trainer programmes for rations personnel and contractors conducted by United Nations staff and third-party rations experts. Those programmes have strengthened the capacity of the Department of Peacekeeping Operations to maintain high quality and uninterrupted service in all missions. Mission personnel routinely undertake quality evaluation of the rations delivered by the contractor, in addition to the regular inspection of warehouses for pest control, proper storage in hygienic conditions and evidence of acceptable standards of environmental controls. Payments to contractors are strictly based on the receipt and inspection procedures undertaken by authorized United Nations personnel. The solicitation of contracts by the United Nations and contractual arrangements with vendors require internationally recognized best practice in hygiene and quality standards for the contractor's supply chain, including mission warehousing and distribution operations. To ensure that good quality rations are delivered to contingents, the Organization subscribes to the Codex Alimentarius of the World Health Organization (WHO) as the benchmark for rations provisioning and food packaging.

69. The General Assembly, in section XXII, paragraph 3, of its resolution 59/296, and the Advisory Committee, in paragraph 45 of its report, requested the Secretariat to undertake a cost-benefit analysis on the use of an independent inspection mechanism to verify the fulfilment by contractors and vendors of all contract specifications regarding quality, hygiene and delivery plans. The Department of Peacekeeping Operations, in accordance with industry best practice, engages independent external expertise to inspect its operations, identify shortcomings and recommend solutions. The Department's use of consultants is driven by the principle of continuous improvement, as the consultants assist it in ensuring that its practices are benchmarked and in measuring its operations against benchmarked standards. It is the Department's goal to have the ability to globally monitor and verify that contractors meet their contractual requirements of quality, hygiene and performance. Internal inspection mechanisms, such as spot checks, the designation of dedicated quality assurance staff, the issuance of standing operating procedures and regular audit reviews conducted by internal and external auditors, are supplemented, as required, by employing specialist commercial companies to conduct supply chain and on-site inspections. As an example, a third-party inspection contract has been established to inspect the performance of the UNMIL rations contractor. Upon completion of the follow-up review at the end of November

2005, the Department has determined that the review added significant short-term and long-term value. It recommended several quality enhancement measures that would improve service. In its 2005 audit of UNMIL, the Office of Internal Oversight Services acknowledged the importance of the contractor's recommendation and requested the Department to provide a schedule for its implementation.

B. Proposed management initiatives at Headquarters

Support to African Union peacekeeping capacity

70. The 2005 World Summit Outcome supported a 10-year programme to build the peacekeeping capacities of the African Union. The Department of Peacekeeping Operations has existing capacities in a number of areas that could enhance the ability of the Union to mount and sustain peacekeeping operations. Those areas include: doctrine and guidance; planning; force generation; joint operations; joint mission assessment; logistics; disarmament, demobilization and reintegration; police and rule of law assistance; information technology; finance; personnel; and training and evaluation. Should the General Assembly agree, the Department will augment dedicated capacities to work with the African Union to assist in the transfer of those capacities to it and to ensure greater interoperability with other external partners.

71. The Department of Peacekeeping Operations will propose the creation of dedicated capacities to provide support to the development of African peacekeeping capacity, as noted in the 2005 World Summit Outcome (resolution 60/1) and as subsequently requested by the Chairman of the African Union Commission in his letter to the Secretary-General. To respond to the request of the African Union, the Department will propose the transformation of the current United Nations assistance cell in Addis Ababa from a support unit focused on the African Union mission in the Sudan to a team that is focused on the development of the Union's generic peacekeeping capacities. The team, comprising six Professional posts and two General Service posts, would be supported at Headquarters by three Professional posts and one General Service staff in the Office of Operations. Such capacity has been requested in the context of the 2006/07 budget for the support account.

Integrated mission planning process

72. The integrated mission planning process was adopted as departmental policy in January 2004 and has been effectively utilized in planning for and establishing the peacekeeping operations in Liberia, Côte d'Ivoire, Haiti, Burundi and the Sudan. The planning process, which formalized the integrated planning mechanism and provided the basis for official guidance and structure for mission planning processes, also serves as a template in planning for operational adjustments resulting from mandate revisions and Security Council decisions to downsize or transform missions, such as the United Nations Integrated Office for Sierra Leone and the United Nations Office in Timor-Leste.

73. The implementation of the integrated mission planning process has been useful in the enhancement of coordination, albeit the degree of integration originally envisaged remains an evolving goal. However, doctrine in development has been identified as one of the limitations. External influences, such as the time available for planning, the scarcity of key resources and the need for the reconciliation of

requirements that can verge on being mutually exclusive, also serve to exacerbate the situation and can result in plans that may be misconstrued as unbalanced. The planning process for the establishment of MINUSTAH, ONUB, UNMIL, UNMIS and UNOCI not only underlined the scale of the problem but also served to emphasize the need for the planning process to be supported by more effective transition arrangements as missions assume responsibility and improved integration among all components involved in the planning process.

74. Following the decision of the Policy Committee in July 2005, the Department of Peacekeeping Operations was tasked to lead an inter-agency review of the integrated mission planning process, which will focus on the need for integration throughout the life of the process, with particular emphasis on the objective of achieving maximum synergy among the various individual functional components. Specific areas under evaluation include the strengthening of the planning process to ensure improved clarity, more visibility and improved accountability through a more structured approach that supports effective transition of responsibility to the field, and a validation process and review that measures an integrated mission plan against agreed criteria.

75. The revised integrated mission planning process will build upon the original version and will emphasize the need for improved integration and the fundamental link between planning and responsibility for implementation. It will reinforce the key principles in planning by a more structured approach with definable inputs and outputs, clearer direction through the use of planning directives, strengthened transition arrangements, validation mechanisms and improved integration. It will also serve to provide a seamless link between peacebuilding and peacekeeping, with the caveat that no planning process can address all possible contingencies. The revised planning process is scheduled for submission to the Policy Committee in March 2006.

Conduct and Discipline Units

76. In 2006/07, the Department of Peacekeeping Operations will continue to implement the reforms relating to sexual exploitation and abuse, pursuant to General Assembly resolution 59/300. Those reforms include the development of a permanent capacity at Headquarters and all peace operations supported by the Department to address conduct and discipline issues, including, but not limited to, sexual exploitation and abuse, for all categories of peacekeeping personnel. The comprehensive report on sexual exploitation and abuse, including policy development and implementation, utilization of existing expertise and resources, reporting lines and placement of proposed capacity on personnel conduct issues is expected to be submitted shortly to the General Assembly for consideration during the resumed part of its sixtieth session.

77. The Conduct and Discipline Unit at Headquarters will oversee the work and functions of the Conduct and Discipline Unit in field missions and the implementation of United Nations policies, guidelines and procedures related to the standards of conduct expected of United Nations peacekeeping personnel with the objective of preventing misconduct. The Unit will also be responsible for providing technical advice to field missions on the disciplinary directives of the Department, monitoring and reporting on misconduct cases in all missions.

78. For peacekeeping missions, resources will be requested in the 2006/07 budgets for the continuation of the current conduct and discipline teams into Conduct and Discipline Units. Similarly, at Headquarters, resources will be proposed in the context of the 2006/07 budget for the support account for the continuation and expanded conduct and discipline team.

Integrated training

79. In response to requests from the legislative bodies for improved transparency and coordination in all aspects of training provided by the Department of Peacekeeping Operations, it established the Integrated Training Service in November 2005 through the amalgamation of the Training and Evaluation Service of the Military Division and the Civilian Training Service of the Personnel Management and Support Service. The Service will be responsible for the coordination of all departmental substantive and technical training.

80. At the same time, the Department is finalizing the departmental integrated training strategy and evaluation framework, in response to the request of the General Assembly. The new strategy and framework reflect the synergy and advantages of the integration of the three training disciplines, including: (a) strengthened capacity to identify and set departmental training priorities and ensure that requirements are appropriately addressed; (b) the promotion of greater linkages among the different components, while at the same time ensuring that the specific training needs of all mission personnel (civilian, military and police personnel) are met; (c) streamlined identification of and provision for the expanding areas of cross-cutting training, for example, leadership and management in the mission environment, conduct and discipline, gender equality and HIV/AIDS; and (d) enhanced synergy through the sharing of resources and facilities. The training policy and accompanying strategy are being finalized in connection with the Department's reform agenda, "Peace operations 2010".

81. Included in the integrated training strategy and evaluation framework are the development priorities for the Integrated Training Service based on departmental priorities, including multidisciplinary training on conduct for all peacekeeping personnel. Since level 1 and level 2 evaluations have been under way for the last two years, development priority will be directed at level 3, evaluation of training in field missions and preparing civilian staff for multidimensional peace operations, with linkages between training and civilian career development and developing training to support activities for building sustainable peace.

82. The Department of Peacekeeping Operations has already developed standard training modules for corrections and rule of law, as part of its standard training modules series for building sustainable peace, which will be incorporated to the models being developed for evaluating and developing local police capacity and rebuilding police institutions. The development of standard training modules for rebuilding State institutions, including defence forces, will be evaluated in partnership with the Peacebuilding Support Office and the Policy Committee.

83. The Department of Peacekeeping Operations proposes the establishment of an integrated team of trainers at UNLB to provide a training delivery capacity and to support the United Nations Training Assistance Team in training police and military personnel from African nations and potential contributing countries. The establishment of the team would entail the transfer of five posts, one civilian post,

two military-seconded posts and two police-seconded posts, from Headquarters to UNLB. The integrated training team in UNLB will also support mission training in Brindisi and through the integrated mission training centres in the respective field missions. Resources proposed for the integrated training team in UNLB will be reflected in the 2006/07 budget for the Logistics Base.

84. In further support of integration, the military, police and civilian training budgets in the Department will be incorporated into one training budget, to be reflected in the 2006/07 budget for the support account. Related resources are proposed in the 2006/07 budget for the support account.

Senior leadership selection and induction programme

85. The Department of Peacekeeping Operations has developed a policy on senior leadership appointments in field missions, which is scheduled for consideration by the Secretary-General's Policy Committee in February 2006.

86. The policy will govern the selection and management of senior appointments in peace operations supported by the Department and will support an open and transparent process for the recruitment of highly experienced and professional leaders, capable of meeting the challenges inherent in large and complex peace operations. The policy sets out clear guiding principles, parameters and responsibilities for staff involved in the selection and appointment process to ensure that procedures comply with relevant United Nations rules and regulations and the broader policy objectives of the Secretary-General in deciding on senior appointments. The policy will assist the Under-Secretary-General for Peacekeeping Operations in providing recommendations to the Secretary-General for highly experienced and qualified leaders to serve in field missions.

87. Building on United Nations core values and competencies, the appointment of senior mission leadership will seek to reflect the broad requirements arising from the special circumstances and demands associated with field operations. Clear job descriptions for all positions will be developed, specifying the required competencies against which candidates will be evaluated. Those competencies will include: (a) strong planning and strategic skills and the ability to oversee the implementation of long-term integrated complex plans; (b) progressively responsible experience in leading large organizations, including demonstrated leadership and people management skills; (c) substantive awareness of relevant mandated responsibilities of the mission beyond the candidates' own areas of specialization and an understanding of the distinct roles of various mission components in contributing to the fulfilment of the mission's mandate; (d) sound knowledge of the country or territory and regional area of the mission, including the political, social, cultural and economic situation in the country or territory; (e) capability to operate effectively within the United Nations administrative system; and (f) commitment to the effective integration of United Nations efforts, demonstrated by an understanding of the need to integrate the overall effort of the United Nations field presence.

88. The policy on senior leadership appointments in the field will cover the following positions: (a) Special Representative of the Secretary-General/Head of Mission (USG/ASG); (b) Deputy Special Representative of the Secretary-General (for political affairs) (ASG); (c) Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator (ASG/D-2); (d) Deputy

Special Representative of the Secretary-General (for mission support) or Director of Administration/Chief Administrative Officer (ASG/D-2/D-1); (e) Force Commander and Chief Military Observer (ASG/D-2/D-1); (f) Police Commissioner (D-2/D-1); and (g) Chief of Staff (D-2/D-1).

89. Newly appointed senior leaders will be required to undertake mandatory induction training and development within the first six months of their appointment, as a condition of their service. That initiative, known as the senior leadership induction programme, is intended to familiarize them with the functioning of the Department of Peacekeeping Operations and peace operations and to assist them in acquiring critical knowledge and an understanding of their wider accountabilities in the United Nations in terms of programme, human resources and financial management. To date, two such programmes have been conducted at Headquarters, one in June 2005 and one January 2006.

90. To support the selection and induction process, the Department of Peacekeeping Operations intends to establish a senior leadership section in the Personnel Management and Support Service of the Office of Mission Support. The necessary resources for the establishment of the section will be drawn, to a large extent, from within existing resources, supplemented by general temporary assistance. An existing post at the P-5 level will be redeployed from the Office of the Assistant Secretary-General of the Office of Mission Support to the Personnel Management and Support Service to head a dedicated unit that will be responsible for senior level appointments in the field. The section will be responsible for the executive search for and recruitment of senior mission leadership positions at the D-1 level and above and for the establishment of suitable mechanisms to foster and sustain viable partnerships with agencies, funds, programmes, Member States and professional organizations to support the establishment of a roster of highly experienced and professional persons for field operations.

91. The Section will also be responsible for monitoring the expiration of appointments of senior mission leadership positions and vacancy management, providing secretariat services to the Senior Leadership Review Board of the Department of Peacekeeping Operations and coordinating with the United Nations Development Group executive Committee for Humanitarian Affairs on the identification of candidates for recruitment of vacancies for Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator. It is envisaged that the head of the section will conduct regular consultations with the Executive Office of the Secretary-General, the Special Adviser on Gender Issues and Advancement of Women, the senior leadership of the Department of Peacekeeping Operations, the Department of Political Affairs and other departments.

92. The Department of Peacekeeping Operations had developed a series of 28 standard training modules for senior mission leaders for use by Member States and the Department in preparing senior personnel for their role as leaders in United Nations peacekeeping missions. The first senior mission leaders' course was conducted in Abuja in April 2005 by the Department, in partnership with the Government of Nigeria, and was funded by a Member State. In addition to the senior mission leaders' course, the Department provided briefings for senior personnel prior to their deployment to the missions. There is now a continuum in preparing, selecting, briefing, inducting and maintaining support to senior mission

leaders in the field. The senior mission leaders' course is conducted prior to staff selection. The course is run by the Department, sponsored by a Member State, and funded primarily by Member States. Following selection for a mission assignment, senior personnel receive a mission-specific briefing at Headquarters. Within six months of employment with the United Nations, senior personnel will be required to attend the senior leaders' induction programme, which provides them with the knowledge and skills necessary to undertake senior responsibilities in field operations. The final element in the continuum is the mission exercise, which is a three-day management exercise focused on the senior management team to practice and develop their skills in crisis management. That exercise is supported principally by the integrated mission training cell of the mission. The Department plans to conduct the first exercise this year.

Standing police capacity

93. An initial operating capability for a standing police capacity was endorsed by the General Assembly in the 2005 World Summit Outcome (resolution 60/1). The standing police capacity concept was developed within the framework of an informal working group comprising representatives of the Department of Peacekeeping Operations and members of the Special Committee on Peacekeeping Operations. It is envisaged that the standing police capacity will have two core functions: (a) to start up new United Nations police operations, including participation in pre-mission planning, as required; and (b) to assist existing United Nations police operations with police reform and in capacity-building activities and operational audits.

94. As the first United Nations police presence on the ground in a start-up phase, the standing police capacity will operate as the initial United Nations police headquarters and set up initial police operations, including capacity-building tasks, with local police. When not deployed to start up new operations, the standing police capacity will focus on conducting activities in existing missions to strengthen police management and build the capacity of the local police, including advising on police-related legislation and procedures and developing programmes in support of police recruitment and training. In its second function, the standing police capacity will normally operate in two independent teams of varying compositions in different mission areas.

95. The Department of Peacekeeping Operations aims to launch the standing police capacity concept with an initial strength of approximately 27 personnel by mid-2006. The standing police capacity will be led by a Director, with its day-to-day management being undertaken by two team leaders. Standing police capacity personnel will be highly skilled police officers, who will be supported by legal affairs, corrections and political specialists. Police experts will be knowledgeable in police thematic areas relevant to nascent police services in post-conflict environments and will have significant experience in organizational and business management. The Department will critically assess the initial operating capability's first 12 months of operation in order to seek improvements in the organization and operations of the standing police capacity and to review the possible need for a phased expansion of the mechanism.

96. The Department of Peacekeeping Operations proposes to fund the initial launch and operation of the standing police capacity through assessed contributions,

that is, through the 2006/07 budget for the support account. More precise resource requirements will depend on the final selection of a duty station for the location of the standing police capacity. Preliminary internal discussions have focused on utilizing New York as the duty station for the standing police capacity for the first 12 to 18 months of operation in order to ensure full integration and knowledge transfer between the standing police capacity and Headquarters. Other possible duty station locations suggested include Bonn, Brindisi, Italy, and Nairobi.

97. The Department of Peacekeeping Operations has engaged in informal dialogue with Member States to make use of national capacities to assist in the training and preparation of police units and officers deploying to peacekeeping missions. The Police Division intends to recognize the Member States' United Nations police courses, which are based on United Nations standard training modules. The details of the recognition process are outlined in the Department's standard operating procedures on training recognition. Any spare capacity on those courses may, if agreed with the Member State, be made available for co-sponsorship in terms of funding of police from potential police-contributing countries and African nations.

C. Proposed management initiatives in field missions

Integrated missions

98. Following on from the integrated missions study tabled in May 2005 and the subsequent decisions of the Policy Committee on the matter, the Department of Peacekeeping Operations will continue to implement initiatives that will bring about greater coherence in the delivery of United Nations support to post-conflict situations, based on a better understanding of the roles and responsibilities of the different actors. Integration is the guiding principle for the design and implementation of complex United Nations operations in post-conflict situations and for linking the different dimensions of peacebuilding (political, development, humanitarian, human rights, rule of law, social and security aspects) into a coherent support strategy.

99. As part of the integrated approach, the Department of Peacekeeping Operations is improving the interface between the military and other components of the mission, as well as civilian actors outside the mission, including the local civilian population. Civilian-military coordination seeks to maximize the contribution that the military component can make in all areas while at the same time minimizing possible adverse effects. That effort will include joint involvement in organizational structures namely, the joint operations centre, the joint mission analysis cell and the joint logistics operations centre, as well as a revised policy for the appropriate involvement of the military in humanitarian and development assistance, including in quick-impact projects.

Joint operations centre, joint mission analysis cell and joint logistics operations centre

100. The management of peacekeeping operations has become increasingly complex and volatile and, in some cases, dangerous. In such an environment, a clear understanding of the situation and the possible consequences of certain decisions is considered essential. Lessons in recent missions illustrate repeated shortcomings with regard to the exchange or sharing of information. The situation is also

exacerbated by a lack of integration at Headquarters and weak relationships among individual components. As a consequence, advice has frequently reflected a disproportionate emphasis on particular issues and dissemination has often been unbalanced.

101. Currently, all multidimensional peacekeeping missions (MONUC, ONUB, UNOCI, UNMIL, UNMIS and MINUSTAH) have a fairly well-developed joint mission analysis cell. Some of the more traditional peacekeeping missions have expressed an interest in establishing such cells, and other missions, including MINURSO and UNIFIL are in the process of establishing their respective cells. The joint operations centres are, for the most part, less advanced in their establishment and are not as well interfaced with the joint mission analysis cells as envisaged by the Department of Peacekeeping Operations.

102. The joint operations centre will be responsible for situation awareness, while the joint mission analysis cell will be responsible for intelligence analysis. Both entities will provide the Special Representative of the Secretary-General and senior management with an effective mechanism for information management, analysis and advice through which the decision-making process can be better supported. In order to enhance mission effectiveness, the Department of Peacekeeping Operations proposes to further develop the concept of the joint operations centre and the joint mission analysis cell in 2006/07 by means of implementing a uniform concept based on truly joint and integrated mechanisms in the field.

103. To date, the implementation of the joint operations centre and the joint mission analysis cell concept has lacked uniformity and has been subject to various interpretations. A uniform approach for the establishment and maintenance of joint centres and cells is needed in order to address the integrated operations and information needs of missions, including a multilayered and secure information technology infrastructure. To address that need, the Department of Peacekeeping Operations will seek additional resources in the complex field missions for dedicated military, police and civilian personnel to undertake their respective tasks.

104. The responsibilities of the joint operations centre will include: (a) directing the day-to-day implementation of the mission's operational activities through a jointly staffed facility established within the mission headquarters; (b) providing an integrated and comprehensive overview of the operational situation in the mission to support mission-level decision-making, short-term planning and implementation management; (c) liaising with mission components, offices and other organizations on operational matters; (d) supporting the mission crisis management; and (e) enabling the Heads of mission components, offices and sections to direct the operational activities of their units in an integrated manner.

105. The tasks of the joint mission analysis cell will include: (a) providing intelligence to support the planning, decision-making and implementation of the mission's mandates through a jointly staff facility established within mission headquarters; (b) merging and prioritizing the mission's information requirements; and (c) acquiring and integrating the information contributions of mission components, offices and other organizations to produce and provide analytical intelligence products that are timely, accurate, usable, complete, relevant and objective.

106. The joint logistics operations centre is a key element of Integrated Support Services in field missions. Integrated Support Services is designed to deliver coordinated logistics support services to all mission components on the basis of agreed priorities and consistent with demonstrated and authorized requirements, irrespective of whether the unit supplying the function is comprised of military, police, United Nations civilian staff, government-provided civilian personnel, commercial contractors or a combination of all.

107. The joint logistics operations centre is an integrated civilian, military and police structure that has the primary responsibility for the development of support plans on the basis of the mission's priorities, allocation of resources and tasking of enabling units.

108. Integrated Support Services is built into the organizational structure of all field missions for which large military components are authorized, the major benefits of which are: (a) reduction in duplication of effort and promotion of the efficient use of resources; (b) improvement in continuity and financial accountability; (c) avoidance of polarization of mission components; (d) promotion of unity of purpose; (e) simplification of procedures and improved coordination; (f) promotion of teamwork, cooperation and the pooling of expertise; (g) improvement in responsiveness, prioritization and flexibility of support; and (h) increase in the sharing of corporate knowledge and experience.

Staff officers

109. Since the early days of peacekeeping, United Nations staff officers have been considered members of the contingents under which they serve. Originally deployed as such, they have been considered part of the contingent and have held the same legal status as contingent members. Accordingly, staff officers were deployed, rotated and repatriated by and received support from their national contingents. Troop-contributing countries have received reimbursements for staff officers in the same manner as for all other contingent members.

110. Peacekeeping mandates have evolved from the traditional mandates of the earlier years to large, complex and multidimensional mandates, requiring the deployment of staff officers from a diverse group of troop-contributing countries which, in many instances, do not have contingents in the mission. As a result, staff officers have been deployed either individually or in locations that are geographically separated from the national units from which they were to receive support. In addition, they are generally required to perform individual functions in integrated civilian, military and police structures. Such operational requirements may lead to their deployment to other functions within a force or divisional headquarters. It has therefore become necessary for a departmental working group to re-evaluate and adjust the support arrangements for staff officers who cannot be supported by their national contingents, while retaining the necessary operational flexibility for their deployment.

111. The working group noted that, since the early 1990s, a number of developments had arisen that necessitated the re-evaluation of the status of staff officers, as follows: (a) a profile of troop-contributing countries, whereby a relatively limited number of countries now provide the vast majority of troops, while staff officers continue to be deployed from the full range of Member States; (b) a profile of staff officers, who are now required to possess specialized skills and

experience, where possible, in operating in an integrated way with civilian components; and (c) a profile of troop deployments, whereby staff officers are deployed in sector headquarters in multidimensional missions throughout the mission area.

112. The working group therefore considered three options: (a) the maintenance of the current status of staff officers as contingent personnel; (b) the creation of a separate category of staff officers, with conditions of service aligned to those of military observers; and (c) the treatment of staff officers as a subcategory within the overall category of contingent personnel, with modified conditions of service. The working group recommended the third option, which addresses support and other issues raised by contributing countries, the Military Division and field operations. Under option three, mission subsistence allowance would be paid to staff officers in lieu of reimbursement to the contributing countries for the self-sustainment of staff officers. Where it is necessary for the mission to provide food and/or accommodation to staff officers for operational and/or security reasons, the mission subsistence allowance would be paid at the appropriate rate. Recognizing that staff officers are deployed to a mission in an individual capacity, the entitlement to unaccompanied shipment of personal effects would be increased from 45 to 100 kilograms, in line with the entitlement of military observers and civilian personnel deployed in their individual capacity. The advantages of the third option include: (a) mission leadership would retain operational flexibility to assign staff officers to other functions performed by contingent personnel, if necessary, including functions that would require staff officers to carry a weapon; (b) no changes would be required to standing legal instruments, such as status-of-forces agreements; (c) missions would have flexibility in determining whether to provide accommodation to staff officers or to have them find their own private accommodation, which would be a more cost-effective alternative for the missions, particularly at the start-up phase; and (d) no change would be required to the legal status of staff officers. This option would require the acceptance by contributing countries that no reimbursements to their Governments would be made in respect of the staff officers.

113. The third option may prove, however, to be more costly in missions where camps have already been established and initial investments have been made in accommodation infrastructure. In cases where missions provide food and/or accommodation, the reduced mission subsistence allowance rate would be payable. In addition, the Organization would expect staff officers to deploy for a minimum one-year tour of duty in lieu of the current practice of six-month rotations. Peacekeeping mandates have evolved from the traditional mandates of earlier years to large, complex and integrated mandates. That evolution has required the deployment of staff officers from a diverse group of troop-contributing countries, which, in many instances, do not have contingents in the mission.

114. The working group recommended that staff officers should continue to have the status of contingent personnel. However, support arrangements should be revised to provide for payment of mission subsistence allowance to staff officers in the mission area in lieu of reimbursement to the troop-contributing countries at the standard rates of reimbursement for troop costs. In addition, since staff officers deploy to and repatriate from the mission area on an individual basis, the unaccompanied shipment entitlement for staff officers should be in line with the

entitlement provided to military observers, civilian police and civilian staff who are also deployed on an individual basis.

Evolution of the role of Chief of Staff

115. As the mandates of peacekeeping missions have become more complex and are integrated with the activities of other United Nations agencies, funds and programmes, the role of the Chief of Staff in field missions has evolved beyond the traditional functions of supporting the immediate office of the Special Representative of the Secretary-General.

116. The Special Representative of the Secretary-General is expected not only to provide the political and strategic leadership of the mission but also to manage large multidimensional operations. By coordinating the substantive and managerial objectives and activities of the mission, the position of Chief of Staff is critical in supporting the work of the Special Representative and the senior management team. In that respect, the role of the Chief of Staff has expanded to include responsibility for: (a) ensuring the effective direction and integrated management of all of the mission's activities in line with the strategic vision and guidance of the Special Representative of the Secretary-General; (b) developing integrated strategic mission implementation plans and results-based budgeting frameworks that accurately reflect the mandate of the mission and an integrated approach to the fulfilment of the mandate; and (c) providing coherent communications structures and systems that facilitate communication and the flow of information both within the mission and between the mission and Headquarters. The Chief of Staff will also direct and manage the Office of the Special Representative, coordinate the work programmes and oversee the activities of all other entities located in the Office of the Special Representative, such as the Conduct and Discipline Units and the joint mission analysis cells.

Conduct and Discipline Units

117. Working in consultation with dedicated conduct and discipline personnel at Headquarters, the Conduct and Discipline Units in the field will assist mission leadership in putting in place measures to prevent misconduct and to enforce United Nations standards of conduct. The Units will receive complaints of misconduct, monitor allegations and investigations and follow up actions taken in individual cases of misconduct in the missions.

118. As part of its commitment to the implementation of the comprehensive strategy on sexual exploitation and abuse, the Department of Peacekeeping Operations will request resources in the individual 2006/07 budgets for the establishment of Conduct and Discipline Units in 13 ongoing peacekeeping missions.

Best practices officers

119. As noted in paragraphs 11 to 15 above, one of the priority management initiatives of the Department of Peacekeeping Operations is to improve the way in which lessons learned and good practices are captured in peacekeeping operations. Improvements in that area would ensure that the Department has a mechanism to consolidate institutional learning, thereby reducing the need for field missions to

"reinvent the wheel". As part of this initiative, the Department proposes the strengthening of best practices officer positions in field missions.

120. The functions of best practices officers would be as follows: (a) capture lessons learned and good practices within the mission for the future use and benefit of the mission, other missions and the Department as a whole; (b) encourage mission staff to capture lessons learned and good practices through the usage of templates and guidelines for best practices reporting developed by the Department at Headquarters; (c) ensure the application of previously identified lessons and good practices in the execution of mandated tasks, in mission planning and in policy development; (d) address the mission's specific knowledge needs, for example, research the way other missions deal with a certain issue, provide examples of practices that work and those that do not and provide suggestions on how to improve processes; (e) establish, encourage and facilitate horizontal linkages among staff working in similar functional areas but in different field offices or missions; and (f) actively participate in the best practices officer network to share lessons, good practices, and report any other information and knowledge that may be applicable to other missions and/or the Department at Headquarters.

121. Best practices officers have previously been deployed in some missions, particularly the large and complex ones. They are placed in the office of the Chief of Staff and maintain close communication with the Peacekeeping Best Practices Section. Their presence in the missions has contributed to the identification and application of lessons and good practices in their respective missions. Examples of work produced by the officers include: (a) the lessons learned report on the Joint Military Commission in UNMIS; (b) the after action review of the results-based budgeting process in UNMIS; and (c) the survey of practice on national staffing issues in UNMIS.

122. Based on the positive experience in the missions, the Department of Peacekeeping Operations proposes that best practices officer posts be approved in all missions. It is envisaged that best practices officers in the field will have strong links to the Department, more specifically to the Peacekeeping Best Practices Section through the best practices officer network. Through the use of the network, the Department will ensure that field perspectives are reflected in the departmental priorities for knowledge management and will also provide Headquarters support to the best practices officers in the field.

123. In response to the recommendation of the Advisory Committee (see A/59/736, para. 64) that based on past experience, the functions of best practices officers could be combined with other management or planning functions, the Department of Peacekeeping Operations has determined that the functions of best practices focal points in the field require a full-time position. There are currently best practices focal points in seven missions. Focal points are assigned best practices functions in addition to their regular full-time functions. Where focal points exist, the most that they have been able to perform is to relay information to and from their respective missions, rather than capturing and sharing lessons learned and good practices. Of equal importance, the profile required for a best practices officer is significantly distinct from that of a planning officer. While a planning officer would require knowledge and understanding of planning and other related disciplines, such as results-based management and budgeting, the best practices officer functions require skills and competencies in knowledge management and institutional learning. The

Department has determined that it would not be feasible to identify and recruit candidates who possess both profiles.

Disaster recovery and business continuity

124. The Communications and Information Technology Service of the Department of Peacekeeping Operations is completing the first phase of its disaster recovery and business continuity management plan, which includes the establishment of in-theatre on-site redundant data centres in field missions and out-of-theatre data centres that are close to mission areas, as well as one in UNLB. The Department has begun to implement the archiving of all mission electronic mail and critical data in UNLB. As part of this phase of the project, additional storage area network equipment has been procured for storage of critical mission data. The Department has also begun implementing a virtual private network between UNLB and Headquarters to provide a secondary link for disaster recovery, in conjunction with the Information Technology Services Division of the Department of Management.

125. As of 1 January 2006, a disaster recovery team in the Department of Peacekeeping Operations is overseeing the day-to-day operational support of the Department's global disaster recovery infrastructure; maintaining flexible support for evolving departmental disaster recovery requirements; establishing a guidance documentation standard operating procedures; monitoring disaster recovery systems and interacting with relevant areas counterparts. Work is ongoing with UNLB to complete a business impact analysis for all missions to clearly identify the global requirements for disaster recovery and business continuity and oversee implementation of these plans. As part of this plan, the Department is in the process of significantly increasing the bandwidth available for disaster recovery purposes and procuring hardware to enable the backup of all electronic mail and critical data on disks instead of tapes, which are unreliable and may be incompatible with future hardware.

126. In light of the above, the Department of Peacekeeping Operations proposes to establish a secondary active communications hub and a disaster recovery and business continuity centre for information and communications technology to ensure the safety of United Nations information data assets in the event of a catastrophic incident. Proposals from Member States to host the site are currently being evaluated. It is expected that this evaluation will be completed by the end of March 2006.

D. Proposed resources for the period from 1 July 2006 to 30 June 2007

127. The 2006/07 period covers requirements for 13 peacekeeping missions, taking into account the closure/liquidation of UNAMSIL and UNMISET in the 2005/06 period. Pending the submission of their respective 2006/07 budgets to the General Assembly, provisional estimates have been reflected for MINURSO, MINUSTAH, MONUC, ONUB, UNMIS, UNOCI, UNLB and the support account. For UNMIS, the estimate does not take into account the projected expansion of the Mission. As regards UNMEE, the proposed 2006/07 budget was based on the implementation of adjustments in its presence and operations previously approved by the Security

Council, but does not take into account the impact of recent developments in the mission area.

128. Similar to the 2004/05 performance reports, the results-based frameworks in the 2006/07 budgets build on lessons learned from the previous financial period. The frameworks also take into account the recommendations of the Advisory Committee contained in its report (A/59/736) and as endorsed by the General Assembly in its resolution 59/296. Particular improvements in the presentation of the results-based frameworks for 2006/07 are described below.

129. The percentage of indicators of achievement that include a baseline and/or a target beyond 2006/07 has increased in comparison with the previous financial period. In the 2006/07 budgets, the percentage of indicators that include a baseline is approximately 66 per cent, and the percentage of indicators that include a target beyond 2006/07 is approximately 47 per cent of all indicators. For the 2005/06 budgets, a combined percentage for indicators that include baselines and targets is approximately 43 per cent. A similar trend applies to the results-based frameworks for the budgets of the support account.

130. The results-based frameworks for the 2006/07 budgets reflect further efforts to clearly demonstrate the role of peacekeeping missions in progress made towards expected accomplishments. Such progress is measured during the budget period by the indicators of achievement. To the extent possible, the frameworks include outputs that elucidate the manner in which peacekeeping missions will contribute towards this progress.

131. Approximately 70 per cent of the 2006/07 peacekeeping budgets incorporate efficiency gains, that is, cost savings as a result of specific management initiatives. The planned initiatives that would bring about efficiency gains are described in the results-based frameworks under the support component as service improvement outputs and related indicators of achievement.

132. The total proposed resources for peacekeeping operations for the financial period from 1 July 2006 to 30 June 2007, inclusive of UNLB and the support account, is currently estimated at $4.8 billion, compared with the total approved budget of $5 billion for the period from 1 July 2005 to 30 June 2006. That amount represents a decrease of 5.3 per cent, which is primarily attributable to the closure/liquidation of UNAMSIL and UNMISET, the continued downsizing of UNMIK and the projected downsizing of ONUB. In addition, reductions in the budgets for MINUSTAH and MONUC will contribute to the overall decrease in the total level of the peacekeeping budget. Those reductions will be offset by increases in the budget levels of UNMIS, UNOCI, UNFICYP, UNLB and the support account.

133. The proposed resources for all peacekeeping missions, UNLB and the support account for the 2006/07 period take into account a provision of 4 per cent of common staff costs for international staff in connection with the proposed funding of the liabilities for after-service health benefits. In addition, proposed estimates for staff assessment income have been reduced by 20 per cent to take into account the accumulated surplus in the Tax Equalization Fund.

134. Table 5 below provides the proposed requirements for the period 2006/07 by peacekeeping component.

Table 5
Proposed requirements for the period 2006/07
(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Peacekeeping component	*Expenditure (2004/05)*[a]	*Apportionment (2005/06)*[a]	*Proposed budget (2006/07)*[a]	*Variance*	
				Amount	*Percentage*
MINURSO[b]	41 398.1	45 540.4	42 804.4	(2 736.0)	(6.0)
MINUSTAH[b]	377 235.3	516 488.5	500 000.0	(16 488.5)	(3.2)
MONUC[b]	900 884.5	1 133 672.2	1 100 000.0	(33 672.2)	(3.0)
ONUB[b]	303 794.3	292 272.4	140 000.0	(152 272.4)	(52.1)
UNAMSIL	264 525.8	107 539.3		(107 539.3)	(100.0)
UNDOF	40 819.9	41 521.4	39 975.8	(1 545.6)	(3.7)
UNFICYP	48 625.1	44 184.3	44 954.3	770.0	1.7
UNIFIL	89 244.1	94 252.9	94 112.4	(140.5)	(0.1)
UNMEE	180 330.3	176 664.4	175 266.9	(1 397.5)	(0.8)
UNMIK	294 497.0	239 889.8	219 207.4	(20 682.4)	(8.6)
UNMIL	740 964.8	722 422.1	716 855.6	(5 566.5)	(0.8)
UNMIS[b]	218 865.7	969 468.8	1 000 000.0	30 531.2	3.1
UNMISET	81 594.2	1 662.2		(1 662.2)	(100.0)
UNOCI	336 890.5	418 777.0	420 000.0	1 223.0	0.3
UNOMIG	31 070.6	34 562.1	33 682.5	(879.6)	(2.5)
Subtotal, missions	**3 950 695.2**	**4 838 917.8**	**4 526 859.3**	**(312 058.5)**	**(6.4)**
UNLB[b]	28 185.0	31 513.1	35 700.0	4 186.9	13.3
Support account[b]	118 025.5	146 935.2	190 000.0	43 064.8	29.3
Total	**4 096 905.7**	**5 017 366.1**	**4 752 559.3**	**(264 806.8)**	**(5.3)**

[a] Exclusive of budgeted voluntary contributions in kind.
[b] Data for the 2006/07 period are provisional estimates, pending the submission of the proposed budget to the General Assembly.

135. Table 6 below provides the main factors affecting the changes in resource requirements for the 2006/07 period, compared with the 2005/06 period. Information on MINURSO, MINUSTAH, MONUC, ONUB, UNMIS, UNOCI, UNLB and the support account have been excluded, pending submission of their respective 2006/07 budgets to the General Assembly.

Table 6
Main factors for variance in resource requirements

Peacekeeping component	*Main factors for variance*
UNDOF	Decrease of $1.5 million (3.7 per cent):
	• Reduced requirements under facilities and infrastructure owing to the completion of the modernization programme and security-related projects in the 2005/06 period
UNFICYP	Increase of $0.8 million (1.7 per cent):
	• Higher requirements under facilities and infrastructure related to the relocation of military personnel into the main camps, upgrading of the electrical infrastructure, acquisition of additional firefighting equipment and increased requirements for self-sustainment
	• Acquisition of special equipment comprising 30 closed-circuit television cameras for surveillance of the buffer zone, acquisition of new observation equipment and replacement of old night observation equipment
UNIFIL	Decrease of $0.1 million (0.1 per cent):
	• Reduced requirements under facilities and infrastructure owing to the completion of the planned acquisition of generators and the planned completion of security-related construction projects during the 2005/06 period
	• Reduced requirements under military personnel resulting from the exclusion of a provision for death and disability compensation and a reduction in standard reimbursement for troop costs based on deployment levels in the 2004/05 period
	• Reductions were partially offset by additional requirements under civilian personnel owing to an increase in the average salary costs for international staff, a revision in the local salary scales and a fluctuation in the exchange rate of local currency against the United States dollar

Peacekeeping component	*Main factors for variance*
UNMEE	Decrease of $1.4 million (0.8 per cent):
	• Lower requirements for military contingents resulting from a reduction in the budgeted strength and lower requirements for freight costs for contingent-owned equipment
	• Reduced requirements under other supplies, services and equipment resulting from the elimination of a provision for mine detection and mine-clearance services in support of demarcation
	• Reductions are partially offset by higher requirements for national staff resulting from the conversion of two international General Service posts to national General Service posts and the projection that 50 per cent of national staff will have been converted from the 300 to the 100 series of appointments by July 2006
	• Reductions are also partially offset by requirements for seven proposed temporary civilian positions for the establishment of a conduct and discipline team to be funded from general temporary assistance
UNMIK	Decrease of $20.7 million (8.6 per cent):
	• Reduction in the number of international staff and United Nations Volunteers
	• Reduction in the number of police officers in special units
	• Reduced requirements for facilities and infrastructure resulting from the reduction in the number of police officers and civilian staff and the continued handover of premises to local authorities
	• Reduced requirements for ground transportation due to the cessation of replacements of vehicles in view of the overall downsizing of the Mission
	• Reduced requirements for air transportation owing to the termination of the contract for the fixed-wing aircraft

Peacekeeping component	*Main factors for variance*
UNMIL	Decrease of $5.6 million (0.8 per cent):
	• Reduced requirements under facilities and infrastructure resulting from the relinquishment of premises that were rented for electoral preparations, lower requirements for generator fuel and lower requirements for tentage under reimbursements for contingent-owned equipment and self-sustainment
	• Lower requirements for the acquisition of vehicles and for vehicle fuel
	• Reductions partially offset by increased requirements for military contingents resulting from the projected full deployment of 14,785 personnel
	• Reductions partially offset by higher requirements for national staff resulting from the proposed net increase of 146 national posts, a revision in the local salary scales and the application of a lower vacancy factor compared with that applied to the 2005/06 period
	• Reductions partially offset by higher requirements under air transportation resulting from an increase in the cost of aviation fuel
UNOMIG	Decrease of $0.9 million (2.5 per cent):
	• Reduced requirements under communications resulting from the limitation of acquisition to replacement items only and a reduction in transponder charges following the discontinued use of three satellite carriers that were replaced with local lines and microwave links
	• Lower requirements under facilities and infrastructure owing to reduced acquisition of prefabricated facilities and firefighting equipment, reduced requirements for security services and lower requirements for generator fuel resulting from increased reliance on local electricity supply
	• Reduced requirements under ground transportation resulting from the difference in the types of vehicles to be acquired, i.e. light and medium vehicles in the 2006/07 period compared with heavy and armoured vehicles in the 2005/06 period
	• Reductions partially offset by increased requirements under civilian personnel resulting from the application of a lower vacancy factor for international staff compared with the 2005/06 period, a revision in the local salary scales, the establishment of three national General Service posts, two of which represent conversions from international General Service posts

136. For the 2006/07 period, an estimated total of 20,225 posts are proposed for international staff, national staff and United Nations Volunteers (where applicable), in 13 peacekeeping missions, UNLB and the support account, compared with 19,658

posts approved for the 2005/06 period, resulting in an increase of 567 posts. This figure represents a 2.9 per cent increase over the 2005/06 period.

137. For 13 peacekeeping missions, an estimated total of 19,059 posts are proposed for international staff, national staff and United Nations Volunteers (where applicable), compared with 18,625 posts approved for the 2005/06 period, exclusive of temporary civilian staff positions funded in 2005/06 or to be funded in 2006/07 from general temporary assistance. That figure represents a projected increase of 434 posts, or a 2.3 per cent increase over the 2005/06 period. The increase is attributable primarily to additional proposed posts for MINURSO, MINUSTAH, MONUC, UNDOF, UNMIS and UNOCI. Those increases more than offset the reductions resulting from the closure/liquidation of UNAMSIL and UNMISET, the continued downsizing of UNMIK and the projected downsizing of ONUB. The provisional staffing estimate for UNMIS for 2006/07 does not take into account the projected expansion of the Mission.

138. In supporting the missions, increases in staffing are also projected for UNLB and the support account of 14 and 119 posts, respectively, over the approved posts for the 2005/06 period. The additional posts represent increases of 6.9 per cent and 14.3 per cent for UNLB and the support account, respectively, over the 2005/06 period.

139. Table 7 below provides information on the approved number of posts for the 2005/06 period and the proposed number of posts for the 2006/07 period.

Table 7
Proposed civilian staffing (including United Nations Volunteers)

Peacekeeping component	*Approved 2005/06*[a]	*Proposed 2006/07*	*Variance*	
			Number	*Percentage*
MINURSO[a,b]	282	297	15	5.3
MINUSTAH[b,c]	1 283	1 716	433	33.7
MONUC[b,d]	2 816	3 849	1 033	36.7
ONUB[b,e]	1 047	858	(189)	(18.1)
UNAMSIL[f]	830	—	(830)	(100.0)
UNDOF	149	150	1	0.7
UNFICYP	154	153	(1)	(0.6)
UNIFIL	464	459	(5)	(1.1)
UNMEE[g]	550	550	—	—
UNMIK[g]	3 570	2 870	(700)	(19.6)
UNMIL[h]	1 863	1 827	(36)	(1.9)
UNMIS[b,i]	3 951	4 710	759	19.2
UNMISET[f]	136	—	(136)	(100.0)
UNOCI[b,j]	1 221	1 311	90	7.4
UNOMIG	309	309	—	—
Subtotal, missions	**18 625**	**19 059**	**434**	**2.3**
UNLB[k]	202	216	14	6.9
Support account[l]	831	950	119	14.3
Total	**19 658**	**20 225**	**567**	**2.9**

[a] Data for 2005/06 exclude 2 temporary civilian positions funded from general temporary assistance.

[b] Data for 2006/07 are provisional estimates, pending the submission of the proposed budget to the General Assembly.

[c] Data for 2005/06 exclude 72 temporary civilian positions funded from general temporary assistance while data for 2006/07 exclude 69 temporary civilian positions to be funded from general temporary assistance.

[d] Data for 2005/06 exclude 1,079 temporary civilian staff positions funded from general temporary assistance and 211 temporary United Nations Volunteers authorized by the General Assembly in its resolution 60/121 of 8 December 2005; data for 2006/07 exclude 40 temporary civilian positions to be funded from general temporary assistance and 28 temporary United Nations Volunteer positions.

[e] Data for 2005/06 include 90 temporary civilian staff posts and 35 United Nations Volunteers authorized for the period from 1 July to 30 September 2005 only for the Electoral Assistance Office but exclude 7 temporary civilian positions funded from general temporary assistance.

[f] For 2005/06, data represent the highest authorized number during the phased downsizing of the mission.

[g] For the 2005/06 period, no provision was approved for temporary civilian staff positions to be funded from general temporary assistance; data for 2006/07 exclude 7 proposed temporary civilian staff positions to be funded from general temporary assistance.

[h] Data for 2005/06 exclude 16 temporary civilian staff positions funded from general temporary assistance; data for 2006/07 exclude 7 proposed temporary civilian staff positions to be funded from general temporary assistance.

[i] Data for 2005/06 exclude 10 temporary civilian staff positions funded from general temporary assistance.

[j] Data for 2005/06 exclude 7 temporary civilian positions funded from general temporary assistance.

V. Status of the Peacekeeping Reserve Fund as at 30 June 2005

140. The United Nations Peacekeeping Reserve Fund was established by the General Assembly in its resolution 47/217 to serve as a cash-flow mechanism to ensure the rapid deployment of peacekeeping operations. In accordance with that resolution, the initial level of the Fund was set at $150 million. The General Assembly, in its resolution 49/233 A of 23 December 1994, decided to limit the utilization of the Fund to the start-up phase of new peacekeeping operations, the expansion of existing ones or for unforeseen and extraordinary expenditures related to peacekeeping.

141. As reflected in the financial statements for the 12-month period from 1 July 2004 to 30 June 2005, the level of the Fund as at 30 June 2005 was $165.8 million, comprising the reserve of $150 million and an accumulated surplus of $15.8 million. During the period ended 30 June 2005, short-term loans were made to MINUSTAH, ONUB, UNMIS and UNOCI, which were paid within the period upon receipt of assessed contributions. The only outstanding loan as at 30 June 2005 was the amount of $12.8 million to the United Nations Mission in the Central African Republic, which were made in 1998 and 1999 and remain unpaid.

VI. Management of contingent-owned equipment and liabilities to troop- and formed police-contributing countries

A. Management of contingent-owned equipment

142. The Secretariat has made a commitment to submit the final draft memorandums of understanding to the permanent missions of troop- and formed police-contributing countries within three months from the start-up date of negotiations. In many cases, the late signing of the memorandums of understanding is due to the delay in obtaining the concurrence of the contributing Governments with the provisions of the final draft. For some troop and formed police contributors, a lengthy legal and parliamentary process is required. As a consequence, such delays have an impact on the processing of claims for the reimbursement to contributing countries for contingent-owned equipment and self-sustainment. At present, for memorandums of understanding that have been finalized, all claims for contingent-owned equipment and self-sustainment are processed within six months of receipt of the verification reports from peacekeeping operations.

143. The 2004 Working Group on Contingent-Owned Equipment did not reach a consensus in its triennial review of the rates of reimbursement for such equipment. In its resolution 59/298, the General Assembly approved the proposal of the Secretary-General that the next Working Group on Contingent-Owned Equipment should meet in 2008. It is expected that the 2008 Working Group will carry out a review of the reimbursement rates as well as a comprehensive review of the contingent-owned equipment system itself.

B. Liabilities to troop- and formed police-contributing countries

144. The status of amounts owed and reimbursements to troop- and formed police-contributing countries during for the calendar years 2004 and 2005 are set forth in table 8 below.

Table 8
Status of liabilities to troop-contributing countries for troops, formed police units, contingent-owned equipment and self-sustainment

A. Summary of liabilities for troops, contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2004	*2005*
Owed as at 1 January	513 925	629 330
Estimated amounts owed during the year	1 047 106	1 284 491
Less: payments made during the year	931 701	1 218 631
Balance at 31 December	**629 330**	**695 190**

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2004	*2005*
Owed as at 1 January	197 000	267 590
Estimated amounts owed during the year	695 106	848 901
Less: payments made during the year	624 516	767 805
Balance at 31 December	**267 590**	**348 686**

C. Liabilities for contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2004	*2005*
Owed as at 1 January	316 925	361 740
Estimated amounts owed during the year	352 000	435 590
Less: payments made during the year	307 185	450 826
Balance at 31 December	**361 740**	**346 504**

145. Payments for troop costs are effected after taking into account a three-month cash operating reserve for each mission. In 2004 and 2005, a total of eight scheduled quarterly payments were effected for all active missions with sufficient cash resources. As a result of the receipt of additional assessed contributions after the scheduled payments, three additional payments (November 2004, April 2005 and

July 2005) were effected during the two-year period to reduce short-term arrears for MONUC, ONUB, UNFICYP and UNOCI.

146. In 2005, payments to troop- and formed police-contributors could not be effected for MINURSO and UNMIK because of the poor cash position in their respective special accounts, primarily resulting from the low level of receipt of assessed contributions. For MINURSO, liabilities for troop costs currently cover the period from April 2002 to January 2006, while liabilities for UNMIK for formed police costs currently cover the period from January 2004 to January 2006. When necessary, loans have been made from closed missions to those and other active missions to cover immediate cash operating requirements.

VII. Death and disability compensation

147. Since the current system on death and disability compensation was implemented on 1 July 1997, related claims are certified within 90 days upon receipt of complete claims. The current system allows for prompt and streamlined processing of claims and reduces the number of claims pending to a minimum.

148. However, under the current system, claims may remain pending because of an ongoing review and the time required for the determination of the percentage of permanent disability by the Medical Support Division. In addition, claims may remain unpaid pending confirmation that the death or disability of contingent and formed police personnel was service-related or pending receipt of additional information from contributing Governments needed to complete the claim file.

149. In compliance with General Assembly resolution 57/316, table 9 below provides information on claims related to death and disability compensation that were processed during the period from January to December 2005.

Table 9
Status of claims for death and disability compensation for 2005

A. Summary of death and disability compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURSO	—	—	—	—	—	—
MINUSTAH	6	305.3	—	—	6	206.2
MONUC	21	975.3	2	100.0	15	586.1
ONUB	2	109.0	—	—	10	432.6
UNAMSIL	12	562.0	6	200.5	9	323.1
UNDOF	1	12.0	2	0.8	2	3.0
UNFICYP	—	—	—	—	1	10.0
UNIFIL	3	101.0	—	—	2	70.0
UNMEE	11	42.0	—	—	3	131.5
UNMIK	—	—	2	12.0	1	22.0
UNMIL	9	419.2	—	—	34	1 275.1
UNMIS	—	—	—	—	—	—
UNTAET/UNMISET	1	47.5	—	—	—	—
UNOCI	3	151.2	1	5.0	9	450.0
UNOMIG	—	—	—	—	—	—
UNIKOM	—	—	—	—	1	7.5
UNPROFOR	3	116.0	—	—	—	—
Total	**72**	**2 831.5**	**14**	**328.3**	**93**	**3 517.1**

B. Death compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURSO	—	—	—	—	—	—
MINUSTAH	6	305.3	—	—	2	100.0
MONUC	19	960.3	2	100.0	8	401.2
ONUB	2	100.0	—	—	8	402.6
UNAMSIL	8	512.0	3	150.0	6	300.0
UNDOF	—	—	—	—	—	—
UNFICYP	—	—	—	—	—	—
UNIFIL	2	100.0	—	—	1	50.0
UNMEE	—	—	—	—	—	—
UNMIK	—	—	—	—	—	—
UNMIL	8	407.2	—	—	24	1 205.1
UNMIS	—	—	—	—	—	—
UNTAET/UNMISET	—	—	—	—	—	—
UNOCI	3	151.2	—	—	9	450.0
UNOMIG	—	—	—	—	—	—
UNIKOM	—	—	—	—	—	—
UNPROFOR	2	100.0	—	—	—	—
Total	**50**	**2 636.0**	**5**	**250.0**	**58**	**2 908.9**

C. Disability compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURSO	—	—	—	—	—	—
MINUSTAH	—	—	—	—	4	106.2
MONUC[a]	2	15.0	—	—	7	184.9
ONUB	—	—	—	—	2	30.0
UNAMSIL	4	50.0	3	50.5	3	23.1
UNDOF	1	12.0	2	0.8	2	3.0
UNFICYP	—	—	—	—	1	10.0
UNIFIL	1	1.0	1	10.0	1	20.0
UNMEE	11	42.0	—	—	3	131.5
UNMIK	—	—	2	12.0	1	22.0
UNMIL[b]	1	12.0	—	—	10	70.0
UNMIS	—	—	—	—	—	—
UNTAET/UNMISET	1	47.5	—	—	—	—
UNOCI	—	—	1	5.0	—	—
UNOMIG	—	—	—	—	—	—
UNIKOM	—	—	—	—	1	7.5
UNPROFOR	1	16.0	—	—	—	—
Total	**22**	**195.5**	**9**	**78.3**	**35**	**608.2**

[a] Of 7 pending claims for disability compensation, 5 were submitted without a claimed amount.

[b] Of 10 pending claims for disability compensation, 6 were submitted without a claimed amount.

VIII. Liabilities and proposed funding for after-service health insurance benefits

150. In accordance with the proposal in his report of 27 October 2005 (A/60/450) on the liabilities and proposed funding for after-service health insurance benefits, the Secretary-General's reports on the performance of the budgets of the 15 peacekeeping missions, the support account and UNLB for the period from 1 July 2004 to 30 June 2005 reflect proposals for the funding of the liabilities in the total amount of $250 million. The approach taken by the Secretariat was to fully utilize interest and other income in the total amount of $184,091,500. The remaining balance of $65,908,500, representing the difference between the total liability of $250 million and the total amount of $184,091,500 on interest and other income, was drawn from the unencumbered balances of peacekeeping components on a pro rata basis, that is, their respective percentage share to the total unencumbered balance.

151. Table 10 below provides the proposed distribution of the funding of the liability in the amount of $250 million among peacekeeping components.

Table 10
Proposed distribution of the funding of the liability in the amount of $250 million for after-service health insurance benefits
(Thousands of United States dollars)

Peacekeeping component	*Unencumbered balance for the period ended 30 June 2005*	*Percentage share to the total unencumbered balance*	*Proposed funding distribution*		
			Total prorated share of after-service health insurance	*Amount from interest and other income*	*Amount from unencumbered balance*
MINURSO	462.0	0.17	1 132.8	1 021.2	111.6
MINUSTAH	1 811.5	0.66	5 272.6	4 835.1	437.5
MONUC	53 881.6	19.74	27 899.8	14 887.9	13 011.9
ONUB	25 920.1	9.50	11 862.4	5 603.0	6 259.4
UNAMSIL	27 077.8	9.92	78 748.8	72 209.8	6 539.0
UNDOF	82.2	0.03	1 921.0	1 901.1	19.9
UNFICYP	792.2	0.29	732.4	541.1	191.3
UNIFIL	3 716.2	1.36	5 995.9	5 098.5	897.4
UNMEE	25 001.3	9.16	13 190.5	7 152.9	6 037.6
UNMIK	128.2	0.05	10 326.4	10 295.4	31.0
UNMIL	81 021.2	29.69	46 853.3	27 287.5	19 565.8
UNMIS	3 166.0	1.16	764.6	—	764.6
UNMISET	3 604.5	1.32	14 041.9	13 171.4	870.5
UNOCI	41 582.3	15.24	25 844.7	15 803.0	10 041.7
UNOMIG	855.1	0.31	1 206.3	999.8	206.5
UNLB	237.3	0.09	1 219.2	1 161.9	57.3
Support account	3 584.8	1.31	2 987.6	2 121.9	865.7
Total	**272 924.3**	**100.00**	**250 000.0**	**184 091.5**	**65 908.5**

IX. Actions to be taken by the General Assembly

152. **The actions to be taken by the General Assembly in connection with the administrative and budgetary aspects of the financing of United Nations peacekeeping operations are:**

(a) **To endorse the proposed management initiatives described in section IV, subsections B and C, of the present report;**

(b) **To apply the balance of $15,804,000 as at 30 June 2005 in excess of the authorized level of the Peacekeeping Reserve Fund to meet the financing of the support account for peacekeeping operations for the period from 1 July 2006 to 30 June 2007.**